

# **THE ECONOMIC IMPACT OF THE CHILD CARE INDUSTRY IN SHELBY COUNTY, TENNESSEE**

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Prepared for the Community Institute of Early Childhood of Memphis  
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## Executive Summary

The Methodist LeBonheur Center for Healthcare Economics was retained by the Community Institute of Early Childhood of Memphis and The University of Memphis Child Health Data Consortium to conduct an evaluation of the economic impact of the child care industry in Shelby County, Tennessee. This report was designed to address the following specific questions:

- How large is the child care industry as measured by the number of providers, types of providers, and enrollment?
- How significant is the child care industry to the economy of Shelby County, Tennessee?
- How large is the economic impact of the child care industry on the local economy?
- How significant is the incremental impact of Federal and State subsidies received by eligible families?

In Tennessee, there were 11,625 licensed and unlicensed child care providers that received Federal and State subsidies during calendar year 2004. Of this total, 3,117 or 26.8 percent were in Shelby County. The providers enrolled a total of 77,300 children, who represented about 36.0 percent of all children fourteen years of age or younger living in the county.

The child care industry is a significant segment of the economy of Shelby County, Tennessee. It contributed \$639.0 million of gross revenue to the local economy during the period June 1, 2003, through May 31, 2004. Of this total, \$312.9 million was direct expenditures by parents and State and Federal subsidies for child care services, while the remaining \$326.1 million was generated by what is referred to in the economic impact literature as the “induced and indirect” benefits of the direct expenditures.

Direct expenditures on child care services in Shelby County account for 0.75 percent of total Shelby County Gross Product. When child care expenditures are expanded to include indirect and induced benefits, they account for approximately 1.5 percent of Shelby County Gross Product. This contribution is comparable to that of sectors such as Higher Education services that account for 0.46 percent of Shelby County Gross Product. In comparison, the Hotels and Lodging sector and the Amusement sector contributed 1.32 percent and 1.85 percent, respectively.

The child care providers studied in this report received a combined total of \$92.4 million in Federal and State subsidies for providing child care services to families meeting eligibility requirements. These subsidies enabled parents participating in the State of Tennessee Temporary Assistance to Needy Families (TANF) Program to pursue and hold employment, thereby minimizing the State and Federal tax burdens on citizens of Tennessee. These external funds also created beneficial ripple effects throughout Shelby County while supporting the economic base.

**Percent of Shelby County Gross Product by Selected Sectors,  
Annualized Calendar Year 2004**

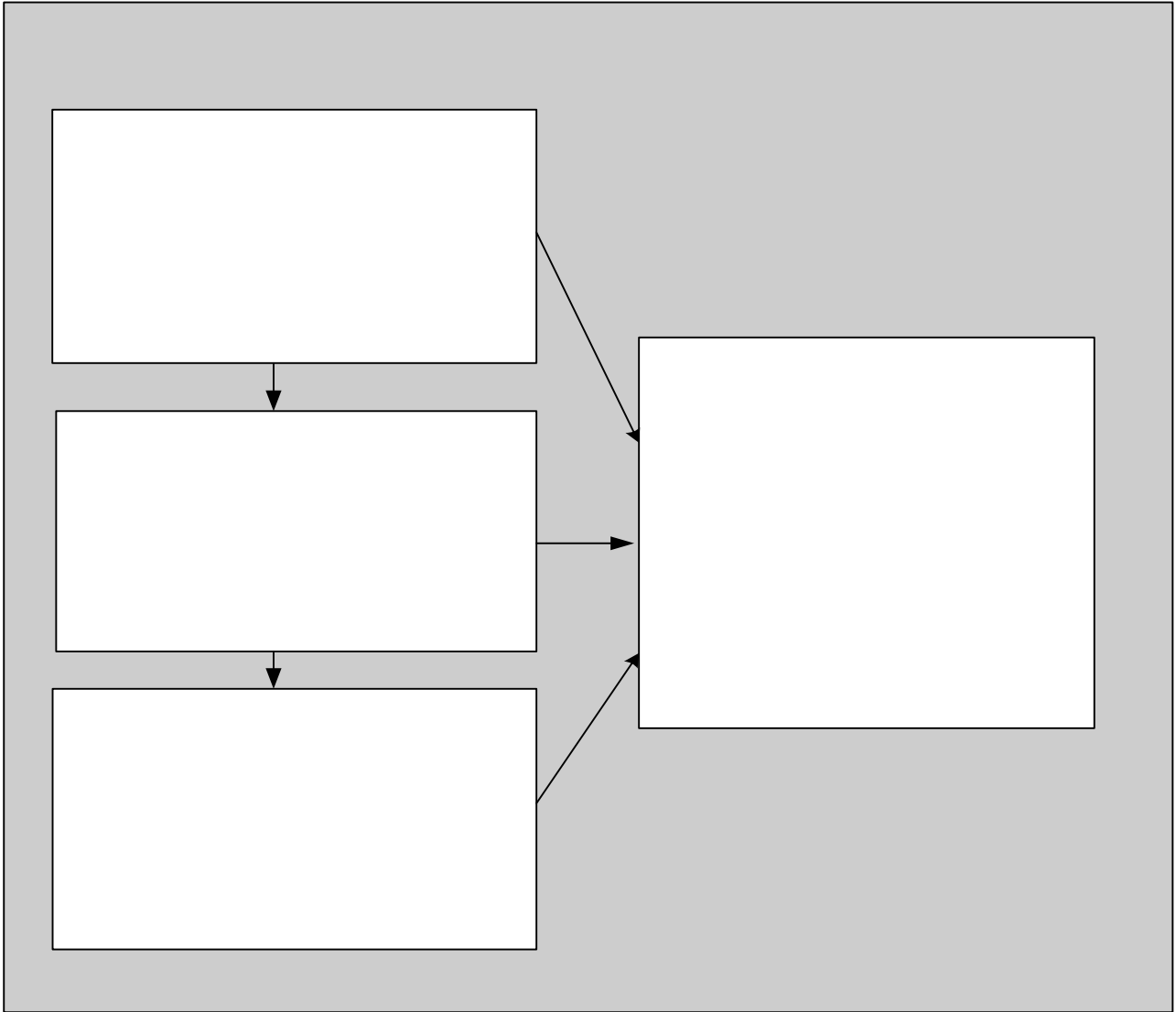
Sector	Shelby County Gross Product by Industry (\$000s)	Percent of Shelby County Gross Product
Higher Education	\$ 193,986	0.46%
<b>Child Care Services Sector - Direct Expenditures</b>	<b>\$ 312,947</b>	<b>0.75%</b>
Agriculture, Forestry, and Fishing	\$ 378,816	0.90%
Auto Repair Services, Parking, Miscellaneous Repair	\$ 457,985	1.10%
Hotels and Lodging	\$ 552,461	1.32%
Amusement, Recreation Services, and Motion Pictures	\$ 776,867	1.85%
Hospitals, Nursing Homes, Ambulatory Services	\$ 3,242,098	7.75%
Retail Trade	\$ 4,531,509	10.84%
Wholesale Trade	\$ 4,676,758	11.18%
Transportation and Utilities	\$ 6,930,037	16.58%
All Other	\$19,768,017	47.27%
<b>Total</b>	<b>\$41,821,481</b>	<b>100.00%</b>

Source: BEA CA05N, Income by Major Source and Earnings by Industry for Shelby County, TN,  
Year 2002, adjusted to reflect growth by industry and inflated to 2004 dollars.

The child care industry is an important part of the Shelby County economy and will grow as Shelby County's pre-school and school age population grows. It is an essential part of the local economic infrastructure, just as are the education and public works sectors. It employs people and pays salaries and wages that are eventually spent. The child care sector also supports the community's economic growth by enabling parents to participate in the workforce. Child care services free up parents to improve their job skills through education and training. But, most important, child care services provide a foundation of pre-school education for the children. Such pre-school education prepares children for a lifetime of learning and personal growth.

**Acknowledgment:** The authors wish to thank the Tennessee Department of Human Services for providing the data used for this study. Its support and cooperation are sincerely appreciated.

**Shelby County Child Care Providers Generate Jobs and Economic Activity**



**Direct Impact:** The Shelby County child care industry provides a significant source of revenue and support for the economic growth and development of the county. The industry's direct impact includes the following:

- **10,773 jobs**
- **\$312.9 million in economic activity**

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# I

## Introduction

The Methodist LeBonheur Center for Healthcare Economics was retained by the Community Institute of Early Childhood of Memphis and The University of Memphis Child Health Data Consortium to conduct an evaluation of the economic impact of the child care industry in Shelby County, Tennessee. This report was designed to address the following specific questions:

- How large is the child care industry as measured by the number of providers, types of providers, and enrollment?
- How significant is the child care industry to the economy of Shelby County, Tennessee?
- How large is the economic impact of the child care industry on the local economy?
- How significant is the incremental impact of Federal and State subsidies received by eligible families?

The study was based upon child care provider data supplied by the Department of Human Services of the State of Tennessee. These data encompassed the period June 1, 2003, through May 31, 2004.

The study focused on the economic impact of child care in Shelby County. It was undertaken to measure the size of the child care industry and to estimate this service sector's contribution to the economic base of Shelby County. Also included was an analysis of the incremental impact on the Shelby County economy of Federal and State subsidies for child care services received by eligible families. The social value and long-term economic benefits of early education provided in many of the child care centers were excluded.

The child care services analyzed for economic impact in Shelby County included all child care providers licensed by the State of Tennessee Department of Human Services, whether they were subsidized or not. Additionally, this report included the impact of all child care providers registered with the Tennessee Department of Education, as well as the economic impact of unregulated child care providers that received State subsidies. However, this study excluded the economic impact of unsubsidized enrollments at unregulated providers of child care services in Shelby County for which no reliable data were available.

### **Defining the Child Care Industry in Shelby County**

Tennessee law defines "child care" as the provision of supervision, protection, and, at a minimum, the basic needs of at least five children, who are not related to the primary care givers, for three or more hours a day, but less than twenty-four hours a day.<sup>1</sup> The child care industry, as

defined for purposes of overall economic impact in Shelby County, is composed of a broad variety of providers. The providers analyzed in this study included both those that are licensed and regulated by the State of Tennessee and many that are unregulated but receiving State subsidies for the provision of child care services. Within the mix of providers are both profit and non-profit organizations, faith-based as well as non-faith-based establishments, plus individuals providing subsidized child care services.

The providers were divided into the following categories for which data are available from the Tennessee Department of Human Services: (1) Centers, (2) Family Homes, (3) Group Homes, (4) Registered Homes, and (5) Unregulated Homes receiving State subsidies for providing child care services to families eligible for subsidized child care. According to the official web site of the State of Tennessee Department of Human Services:<sup>2</sup>

- “Centers” are defined as regulated providers that provide care for thirteen or more children.
- “Family Homes” are regulated providers that provide care for at least five but not more than seven children.
- “Group Homes” provide care for at least eight children but not more than twelve children. Additionally, up to three school-age children may receive care before and after school, on school holidays and snow days, and during the summer at “Group Homes.”
- “Registered Homes” provide casual care for no more than fifteen children, not to exceed ten hours per week, and not for more than six hours per day for any individual child.
- Unregulated child care is defined as child care that does not require licensure and includes:
  - (1) Care provided in a child’s own home,
  - (2) Programs that operate no more than two days a week,
  - (3) Occupational child care/teen parenting labs,
  - (4) Summer day camps,
  - (5) Programs that operate less than three hours a day,
  - (6) Boys and Girls Clubs,
  - (7) Programs that care for four or fewer children.

This report is based upon enrollment and financial data provided by the Tennessee Department of Human Services. The provider categories listed above capture all of the child care services in the State and Shelby County, with the exception of those that are unregulated and unsubsidized, as explained previously.

## **Outline of the Report**

This introduction provided a summary level definition of the types of providers that comprise the child care industry in Shelby County and the State of Tennessee. Section II presents the demographics of Shelby County as related to the need for child care services. Section III contains a detailed discussion of the number of providers of child care services in Shelby County and their composition. Section IV presents an analysis of the economic activity that the child care sector provides in Shelby County, and Section V presents the conclusions and recommendations of the study.

This report includes a total of seven appendixes. Appendix I contains the data used by the economic Input/Output (I/O) models employed in this study to estimate the impact of the child care services sector on Shelby County. Appendix II presents the economic I/O models used to estimate the overall impact on the Shelby County economy of the child care services sector. Appendix III contains a discussion of the estimation methodology used to determine the gross revenue associated with the child care services sector in Shelby County. Appendix IV presents the indirect (the impact caused by the iteration of sectors purchasing from sectors resulting from direct changes in child care expenditures) and induced (the impact on all local sectors of the economy caused by the expenditure of new household income generated by the direct and indirect effects of direct changes in child care expenditures)<sup>3</sup> impacts on the Shelby County economy as a result of the receipt of Federal and State child care services subsidies. Appendix V presents Shelby County child care revenue and enrollment figures by zip code and provider types. Appendix VI lists the educational level of the management of individual “Centers” provider types, as well as those “Centers” enrollment, number of employees, and ratio of students to employees. Finally, Appendix VII contains demographic and location maps for all child care providers in Shelby County.



## II

### Shelby County Demographic Profile

#### **Population Characteristics**

As a service industry, the size and growth of the child care sector are significantly influenced by the social, economic, and demographic characteristics of the local community. This section provides a brief overview of relevant demographic and population trends and presents a discussion of their implications for the child care sector within Shelby County, the most populous county in Tennessee.

#### **General Demographics**

As shown in Table 1, the total population of Shelby County in calendar year 2003 was estimated to be 906,178, the most current year for which U.S. Census Bureau estimates are available. The population is approximately 48.0 percent White and 49.0 percent Black or African American based upon census year 2000 information, the most current year for which actual population details are available.

Children under the age of fourteen made up 24.0 percent of Shelby County's population in the 2000 Census. In contrast, the number of individuals 65 years of age or older made up only 10.0 percent of the population in Shelby County. With the Bureau of the Census demographic data reflecting a quadrupling of the birth rate within Shelby County during the period from 2000 through 2003, the need for a continuing strong child care services industry within Shelby County is essential, despite its overall nearly zero population growth rate.<sup>4</sup> The Shelby County total population compound annual growth rate for the period 2000 through 2003 was only 0.32 percent per year.

According to the 2000 Census, there were 115,775 households with children under the age of eighteen in Shelby County. Of those households, 40,637 were comprised of a female head. This category of household is most likely to benefit from child care services. Based upon population trends, it is likely that the percentage of the population under fourteen will remain in the 25.0 percent range, with the proportion of non-White children in that age bracket continuing to grow. Given the historical likelihood of lower wages earned by parents of this population subgroup, the need for subsidized child care services in Shelby County will remain high for the foreseeable future. Chart 1 details by geographic location within Shelby County the distribution of children five years of age or younger--a prime age group in need of quality child care.

**Table 1**  
**Shelby County General Demographic Summary, 2000-2003**

<b>Category</b>	<b>Census Year 2000</b>	<b>Est. 2001</b>	<b>Est. 2002</b>	<b>Est. 2003</b>
Total Population	897,472	899,030	902,458	906,178
Non-Hispanic	874,108	867,075	860,078	853,034
Hispanic	23,364	32,243	41,122	50,000
White	431,807	422,928	414,049	405,170
Black - Total	439,630	441,306	442,989	444,678
Black or African American	435,824	437,500	439,183	440,872
Asian	17,005	17,175	17,347	17,520
Under 5 Years	68,427	72,294	75,977	79,677
5 to 9 Years	73,480	77,438	81,121	84,821
10 to 14 Years	70,874	74,472	78,155	81,855
15 to 19 Years	65,962	69,560	73,243	76,943
Median Age	33	33	32.5	32.5
Total Households With Own Children Under 18 Years of Age	115,775	117,550	119,325	121,000
Female-Headed Households With Children Under 18 Years of Age	40,637	41,260	41,883	42,471

Source: U.S. Census Bureau.

### **Shelby County's Need for Subsidized Child Care**

According to the 2000 U.S. Census, the State of Tennessee had a total of 709,555 people living in poverty. Of those individuals, nearly 245,000 or 34.5 percent of the total were seventeen years of age or younger. Furthermore, 164,000 of those individuals were between the ages of five and seventeen, and nearly 81,000 were under the age of five years.

The U.S. Census also estimated that within Shelby County, there were nearly 127,000 individuals living in poverty in 2000. Of those individuals, nearly 51,000 were seventeen years of age or younger, and 31,000 were between the ages of five and seventeen years of age.

Further exacerbating the need for subsidized child care in Shelby County are the current income distribution characteristics both within Shelby County and the State. As detailed in Table 2, the percentage of children under the age of seventeen living in poverty in Shelby County was approximately 21.0 percent.<sup>5</sup> This compares unfavorably to the State of Tennessee percentage of 17.8 percent for the same age range. Additionally, the Shelby County poverty percentage is significantly higher than the 16.2 percent average for the United States for this age category.

**Table 2  
Shelby County Poverty and Income Comparison**

<b>Category</b>	<b>Shelby County</b>	<b>State of Tennessee</b>	<b>United States</b>
All Ages in Poverty, 2000	14.30%	12.60%	11.30%
Age 0-17 in Poverty	20.50%	17.80%	16.20%
Age 5-17 in Families in Poverty	17.50%	15.70%	14.60%
Median Household Income, 2000	\$41,048	\$35,760	\$41,990

Source: U.S. Census Bureau.

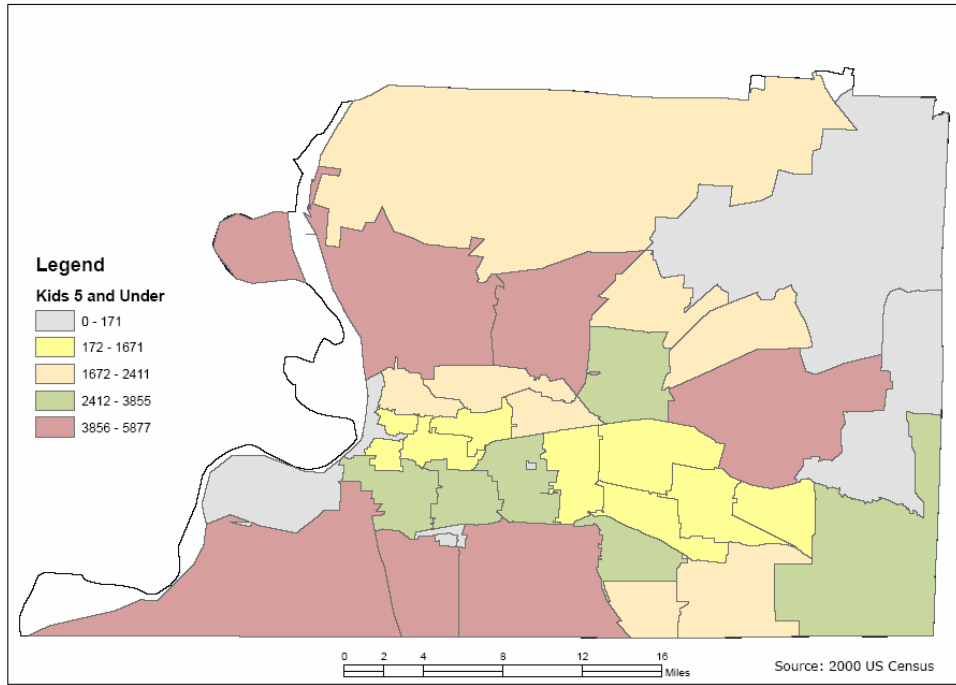
Median household income for Shelby County, as reported by the 2000 Census, was \$41,048. This figure is very close to the overall median household income of \$41,990 for the United States and compares favorably with the State of Tennessee median household income of \$35,760 for the same period. Considering the high poverty rate for children in Shelby County and the favorable median household income numbers, a significant skewed income distribution exists in the county. With a large population under seventeen years of age living in poverty, subsidized child care services will continue to play a significant role in any strategy to break the poverty cycle, enabling the parents of those children in poverty to obtain the training necessary to obtain meaningful employment.

Chart 2 presents the geographic distribution of children five years of age and younger within Shelby County living in poverty. The areas north and south of the City of Memphis seem to have the heaviest concentration of children in poverty.

# Chart 1

## Shelby County Population 5 & Under by Zip Code

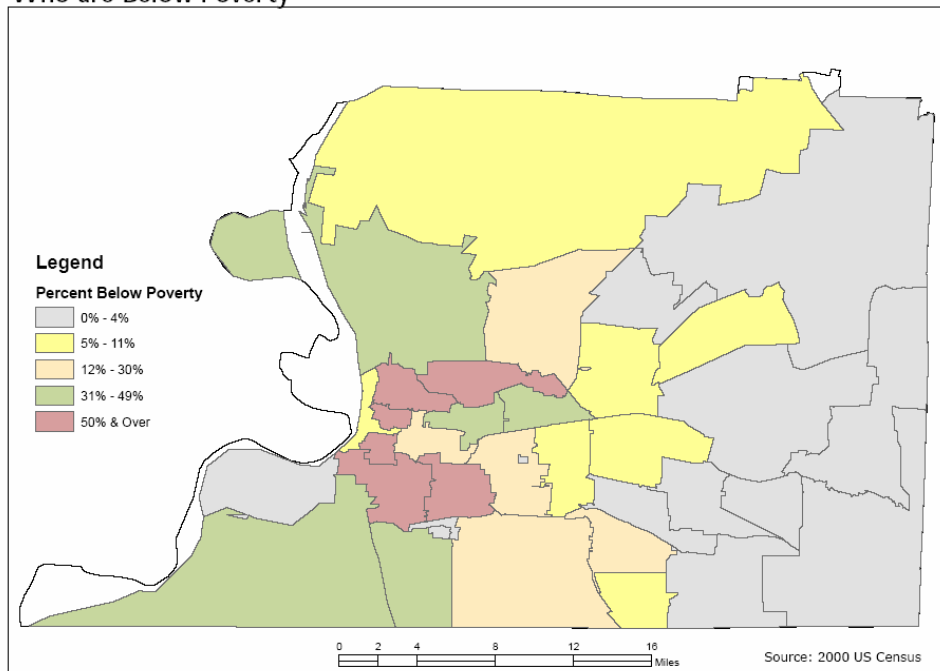
Prepared 7/23/04 



# Chart 2

## Shelby County Percent of Children 5 and Under Who are Below Poverty

Prepared 7/23/04 



### III

## Profile of the Shelby County Child Care Industry

### Distribution of Providers

In Tennessee, there were 11,625 licensed and unlicensed child care providers that received Federal and State subsidies during calendar year 2004. Of this total, 3,117 or 26.8 percent of the State total (see Table 3) were in Shelby County.

**Table 3**  
**Child Care Provider Information Summary Table**

Category	Shelby County	Category	Shelby County
Number of Providers	3,117	For Profit	2,486
% of Tennessee	26.8%	% of Area	79.8%
		Not for Profit	631
Licensed	1,244	% of Area	20.2%
% of Area	39.9%		
Unregulated	1,873	Faith Based	313
% of Area	60.1%	% of Area	10.0%
		Not Faith Based	2,804
Centers	874	% of Area	90.0%
% of Area	28.0%	For Profit	2,486
Family Homes	321		
% of Area	10.3%		
Group Homes	10		
% of Area	0.3%		
Registered Homes	39		
% of Area	1.3%		
Unregulated Homes	1,873		
% of Area	60.1%		

Source: Calculated from data supplied by the Tennessee Department of Human Services.

As detailed in Table 4, the total enrollment in Shelby County's 3,117 providers of all types was 77,300 children. When the provider definition was restricted to licensed and regulated only, enrollment decreased slightly to 72,898, suggesting a concentration of enrollment in regulated day care establishments. As was shown in Table 3, of the total Shelby County providers (licensed, regulated, and unregulated), 79.8 percent were for-profit businesses and 20.2 percent

were not-for-profit child care services. Additionally, contrary to the familiar perception of the church and day care connection, 90.0 percent of all providers (licensed, regulated, and unregulated) were not faith-based.

**Table 4**  
**Total Enrollment by Child Care Provider Type, Shelby County**

Provider Type	Number	Enrollment by Age Category							Total
		Infant	Toddler	Two	Three	Four	Five	School Age	
Centers	874	2,622	3,857	4,827	8,627	11,063	5,266	33,175	69,437
Family Homes	321	417	509	523	482	366	218	671	3,186
Group Homes	10	22	27	12	20	13	6	42	142
Reg. Homes	39	25	32	35	25	13	6	26	162
Unreg. Pvdr.	1,873	174	250	305	515	648	311	2,170	4,373
<b>Total</b>	<b>3,117</b>	<b>3,260</b>	<b>4,675</b>	<b>5,702</b>	<b>9,669</b>	<b>12,103</b>	<b>5,807</b>	<b>36,084</b>	<b>77,300</b>

Source: Calculated from data supplied by the Tennessee Department of Human Services for the period June 1, 2003 – May 31, 2004.

### **Provider Enrollment**

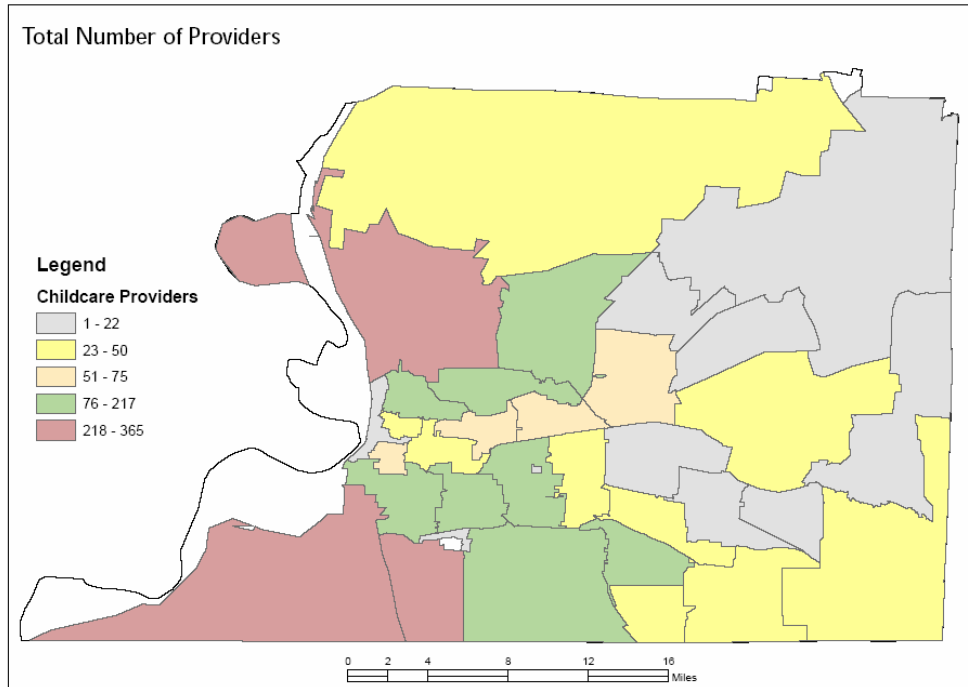
Chart 3 presents the distribution of child care providers within Shelby County. The distribution of child care providers seems to follow a discernible pattern of location closest to need, as suggested by the distribution of children under the age of five across the county (as shown in Chart 1). A comparison of Chart 3 with Chart 2 suggests that the areas with the lowest poverty rates had a lower density of providers of all types, while high and moderate poverty rate areas had significantly larger numbers of providers of all types. The geographic distribution of licensed and regulated day care providers provides a solid base of support by making available parental time for pursuing job search and job-related training for families struggling to raise their standard of living.

As was shown in Table 4, there were 3,117 providers that were either regulated by or registered with the State of Tennessee (1,244) or unregulated and received subsidies (1,873). The unregulated category represented 60.0 percent of total providers, but they cared for only 5.0 percent of the total enrolled children. In contrast, the 874 regulated Centers served 90.0 percent of the total enrollment. Additionally, the regulated Centers served 76.0 percent of the children who received subsidized child care services.

### Chart 3

Shelby County Childcare Providers 6/1/03 - 5/31/04

Prepared  
7/23/04



Among the total enrollment, 36,084 were school-age children using after-school care, while the other 41,171 were children five years of age or younger. Among the latter age category, 14,597 or 35.0 percent received subsidies of some sort, which indicated that they were a member of an economically disadvantaged group. Of those 14,597 children, 10,733 or 73.0 percent were served by the larger licensed and registered Centers.

The children of Shelby County will benefit from receiving standardized care and some form of pre-school preparatory instruction, which is expected to increase their chance of success within the public school system. Additionally, the consistent hours of care and availability will enhance the parents' ability to pursue education and job opportunities, which will increase the family's income level and in the long term reduce the family unit's reliance on public assistance.

Table 5 provides a summary of the distribution of enrollments by child care provider types in Shelby County. It is important to note that nearly 90.0 percent of all reported enrollments were at Centers, and equally as important, nearly 76.0 percent of all subsidized enrollments were at Centers provider types. Centers provider types were the best equipped to provide quality child care to both unsubsidized and subsidized enrollees.

**Table 5**  
**Shelby County Child Care Provider Enrollment Analysis**

<b>Provider Type</b>	<b>Number of Providers</b>	<b>Unsubsidized Enrollment</b>	<b>Unsubsidized As % of Total Enrollment</b>	<b>Subsidized Enrollment</b>	<b>Subsidized % of Total Enrollment</b>	<b>Total Provider Type Enrollment</b>	<b>% of Total Enrollment</b>
Centers	874	48,961	63.34%	20,476	26.49%	69,437	89.83%
Family Home	321	1,251	1.62%	1,935	2.50%	3,186	4.12%
Group Home	10	51	0.07%	91	0.12%	142	0.18%
Registered Home	36	35	0.05%	127	0.16%	162	0.21%
Unregulated Provider	1,876	0	0.00%	4,373	5.66%	4,373	5.66%
<b>Total</b>	<b>3,117</b>	<b>50,298</b>	<b>65.07%</b>	<b>27,002</b>	<b>34.93%</b>	<b>77,300</b>	<b>100.00%</b>

Source: Calculated from data supplied by the Tennessee Department of Human Services for the period June 1, 2003 – May 31, 2004.

### **Child Care Industry Gross Revenue by Provider Type for Shelby County**

Table 6 presents a summary of the mix of child care services providers within Shelby County. The most significant amount of subsidized funds, as well as unsubsidized gross revenues, was received by the 874 Centers located within Shelby County. This was a positive finding as Centers were most likely to provide standardized care regulated by the State of Tennessee and provide pre-school educational benefits as well. It was also discovered that nearly 2.5 percent of gross revenues received by the 874 Centers were earned bonuses for superior performance provided subsequent to evaluation by the State of Tennessee.

For the period June 1, 2003, through May 31, 2004, Shelby County received a total of \$92,384,929 of subsidized payments plus earned bonuses from the State Department of Human Services. These were primarily Federal funds to subsidize child care services for those meeting income and family size guidelines to receive such subsidies. It is important to note that the 874 child care “Centers,” where the funds were likely to be most effective in producing positive care and educational results, received 87.0 percent of the subsidized child care funds. In contrast, the 1,876 unregulated child care providers that were not part of the star rating system and therefore not eligible for bonus payments received only \$5,919,342 or 1.89% of the total revenues from all sources.

Table 6 also shows that the \$84,335,159 of subsidized revenues comprised 27.0 percent of the total revenues of \$312,917,242 received by Shelby County child care providers for the period June 1, 2003, through May 31, 2004. The earned bonuses of \$8,049,771 represented 2.6 percent of the total revenue received from all sources including subsidized revenue, unsubsidized revenue, co-payments, and earned bonuses. Co-payments, those payments made by families receiving subsidies for child care based on ability to pay, were \$3,446,743 or 1.1 percent of the total revenue received by all child care services providers in Shelby County. In contrast, unsubsidized revenue of \$217,085,570 was 69.4 percent of the total revenue received.



**Table 6**  
**Shelby County Gross Revenue Summary by Provider Type**

<b>Provider Type</b>	<b>Number of Providers</b>	<b>Subsidy + Bonus</b>	<b>Bonus</b>	<b>Subsidy</b>	<b>Co-Pay</b>	<b>Unsubsidized Revenue</b>	<b>Total Revenue</b>
Centers	874	\$80,552,322	\$7,480,299	\$73,072,023	\$2,756,735	\$211,213,801	\$294,522,858
Family Home	321	\$ 5,699,279	\$ 501,942	\$ 5,197,337	\$ 259,629	\$ 5,179,754	\$ 11,138,662
Group Home	10	\$ 436,445	\$ 67,530	\$ 368,916	\$ 14,527	\$ 323,108	\$ 774,080
Registered Home	36	\$ 182,302	0	\$ 182,302	\$ 11,091	\$ 368,907	\$ 562,300
Unregulated Provider	1,876	\$ 5,514,581	0	\$ 5,514,581	\$ 404,761	0	\$ 5,919,342
<b>Total</b>	<b>3,117</b>	<b>\$92,384,929</b>	<b>\$8,049,771</b>	<b>\$84,335,159</b>	<b>\$3,446,743</b>	<b>\$217,085,570</b>	<b>\$312,917,242</b>
<b>Percent of Total Revenue</b>		<b>29.6%</b>	<b>2.6%</b>	<b>27.0%</b>	<b>1.1%</b>	<b>69.4%</b>	<b>100.0%</b>

Source: Calculated from data supplied by the Tennessee Department of Human Services for the period from June 1, 2003 – May 31, 2004. Estimates of unsubsidized revenue are based upon market rates prepared by the Center for Business and Economic Research, College of Business Administration, The University of Tennessee, Knoxville, TN, July 2002, for the Tennessee Department of Human Services.

## IV

### **Economic Contribution of the Shelby County Child Care Industry**

#### **Estimation Methodology**

Two models were employed in estimating the economic base as well as the incremental impact (direct and induced) of the child care industry in Shelby County. Those models were the RIMS II model of the Bureau of Economic Analysis (BEA) and the IMPLAN<sup>®</sup> model from Minnesota IMPLAN Group, Inc. (MIG, Inc.).

Neither RIMS II nor IMPLAN<sup>®</sup> used alone could provide an optimal solution for the requirements of this study. RIMS II multipliers proved to more accurately reflect the current level of employment in the child care and related sectors in Shelby County. However, as noted earlier, RIMS II was incapable of providing the details on indirect and induced impacts of expenditures in the child care sector.

IMPLAN<sup>®</sup> provided a wealth of information useful for analysis of the child care sector in Shelby County such as indirect effect, induced effect, multiplier by sector, and value added. However, the IMPLAN<sup>®</sup> results, whether due to data classification issues or structural issues, tended to understate base economic activity when compared to actual data for the same period.

In order to maximize the detail level available in this study, a combination of the results of both models was utilized. This was accomplished by using the RIMS II model to forecast the aggregate total economic activity associated with direct child care revenue in Shelby County. The difference was calculated between this RIMS II forecast total and the corresponding IMPLAN<sup>®</sup> based estimated total for those same revenues. This difference was spread proportionately over the relevant IMPLAN<sup>®</sup> based details, thus correcting for any tendency for the IMPLAN<sup>®</sup> based results to understate the impact, while at the same time preserving the details for use in this analysis.

#### **Economic Contribution of the Child Care Industry in Shelby County**

As shown in Table 7, the total of all reported subsidized and unsubsidized child care revenue for Shelby County, including co-payments and earned bonuses from the State of Tennessee (for participation in the Star program and meeting bonus criteria), was \$312,917,242 for the period June 1, 2003, through May 31, 2004. This \$312,917,242 represents the *direct impact* of the child care industry on the Shelby County economy. The *direct impact* is the initial expenditures and purchases of child care services. The RIMS II I/O model used a multiplier of 2.0422 per dollar of direct revenue expressed in year 2000 dollars to estimate the total gross final demand across all sectors of the Shelby County economy resulting from direct child care revenue. Applying the

direct revenue multiplier to the direct revenue from the child care services sector expressed in year 2000 dollars resulted in an estimated total gross final product of \$639,039,592.

**Table 7**  
**Shelby County Child Care Services Sector Base**  
**Economic Impact Summary**

	<b>Direct Impact</b>	<b>Multiplier</b>	<b>Induced</b>	<b>Indirect</b>	<b>Total Impact</b>
<i>Dollars</i>					
	\$312,917,242	2.0422	\$157,318,161	\$168,804,189	\$639,039,592
<i>Employment</i>					
	10,773	42.7053	712	670	12,155

- Notes: (1) Estimate of total revenue delivered to final demand in the child care industry in Shelby County, Tennessee.
- (2) The multiplier for both the economic output and employment effects was RIMS II based.
- (3) The employment multiplier represents the total change in the number of jobs that occurs in all industries for each additional one million dollars of output delivered to final demand by the industry under study.
- (4) Induced and Indirect effects were calculated through ratio analysis using analogous output from the IMPLAN model using the same initial direct impact but using RIMS II final demand results.

The difference between gross final demand and the *direct impact* is composed of two components - *indirect* and *induced impacts*. The *indirect impact* is the subsequent purchases by the businesses that provided goods and services to the child care providers. The *induced impact* represents the spending on goods and services of the additional incomes earned by the workers in the businesses stimulated by the *direct* and *indirect impacts*. Although the RIMS II multiplier provided a more suitable gross final demand estimate in this study, it did not provide the details of the indirect and induced impacts that make up the multiplier effect. In order to obtain the indirect and induced components contained within total gross final demand, the IMPLAN<sup>®</sup> model was utilized in the following manner. The difference was calculated between the RIMS II forecasted total gross final demand and the IMPLAN<sup>®</sup> forecasted total gross final demand for the same direct revenue. This difference was then spread proportionately over the IMPLAN<sup>®</sup> model forecasted direct impact, indirect impact, and induced impact. This resulted in an estimate of an induced impact of \$157,318,161 and indirect impact of \$168,804,189.

Table 7 also showed that gross final demand supported an estimated 12,155 jobs associated with the child care sector in Shelby County. This estimate was determined from the RIMS II model in the following manner. The direct revenue of \$312,917,242 was deflated to year 2000 dollars. This revenue was then expressed as millions of dollars and multiplied by the RIMS II employment multiplier of 42.7053, which resulted in a product of 12,155 total jobs. However, the estimate is comprised of direct, indirect, and induced jobs, and the RIMS II model provided only a total jobs estimate. The IMPLAN<sup>®</sup> model was capable of providing a total jobs estimate as well as the indirect, induced, and direct jobs components, but its total jobs estimate, including indirect and induced jobs, was nearly the same as the actual total direct jobs obtained from the data supplied by the Tennessee Department of Human Services.

In order to obtain the details of the direct, indirect, and induced jobs, the following methodology was utilized. The IMPLAN<sup>®</sup> model was used to provide an estimate of direct, indirect, and induced jobs. The indirect and induced jobs forecast by the IMPLAN<sup>®</sup> model were summed, and the indirect and induced components were each expressed as a proportion of that sum. The number of direct jobs (10,773) was obtained from the data base supplied by the Tennessee Department of Human Services. The direct jobs obtained from the data base were subtracted from the total jobs estimate produced by the RIMS II model. This difference was allocated into the indirect and induced jobs component by utilizing the same proportion of indirect and induced jobs as was found in the sum of the IMPLAN<sup>®</sup> estimated indirect and induced jobs.

**Federal and State Subsidized Child Care in Shelby County**

As shown in Table 8, the sum of subsidized payments, earned bonuses, and co-payments provided to child care services providers in Shelby County was \$95,831,673 for the period June 1, 2003, through May 31, 2004. This sum (defined as direct subsidized revenue), though a part of the total direct revenue of \$312,917,242, was analyzed separately to obtain an estimate of the impact of subsidized revenue on the level of Shelby County economic activity.

**Table 8**  
**Economic Impact of Subsidies, Shelby County Child Care**  
**Services Sector, June 2003 – May 2004**

	<b>Direct Impact</b>	<b>Multiplier</b>	<b>Induced</b>	<b>Indirect</b>	<b>Total Impact</b>
<i>Dollars</i>					
	\$95,831,673	2.0422	\$48,179,073	\$51,696,697	\$195,707,443
<i>Employment</i>					
	3,097	42.7053	323	304	3,724

- Notes: (1) Estimate of total revenue delivered to final demand in the child care industry in Shelby County, Tennessee.  
(2) The multiplier for both economic output and employment effects was RIMS II based.  
(3) The employment multiplier represents the total change in the number of jobs that occurs in all industries for each additional one million dollars of output delivered to final demand by the industry under study.  
(4) Induced and Indirect effects were calculated through ratio analysis using analogous output from the IMPLAN model using the same initial direct impact but using RIMS II final demand results.

As shown in Table 8, the RIMS II multiplier was applied to the direct subsidized revenue for child care services in Shelby County. The result was the estimated total impact of Federal and State child care subsidies on the Shelby County economy of \$195,707,443. A methodology, analogous to the one used to derive the indirect revenue and induced revenue in Table 7, was used to estimate the indirect revenue and induced revenue associated with direct subsidized revenue. The estimated indirect revenue associated with the direct subsidized revenue was

\$51,696,697. The estimated induced revenue associated with the direct subsidized revenue was \$48,179,073. Finally, a procedure analogous to the one used in Table 7 was applied to the direct subsidized revenue in Table 8 to determine the total number of jobs associated with the direct subsidized revenue received by the child care providers. These subsidies supported a total of 3,724 child care services related jobs within Shelby County. Included within that total were 323 induced jobs and 304 indirect jobs.

In summary, the total subsidies of \$95,831,673 accounted for 31.0 percent of the \$312,917,242 of total direct revenue of the child care services sector in Shelby County. These subsidies, through a combination of indirect and induced effects, created a total economic impact of \$195,707,443 during the period June 1, 2003 through May 31, 2004. This amount was about 31.0 percent of the total economic contribution of \$639,039,592 associated with the child care sector. In terms of employment, the subsidized direct revenue (\$95,831,673) provided 31.0 percent (3,724 jobs) out of the total child care related employment of 12,155 jobs.

### **Relative Employment Contribution**

Child care providers of all types supported 12,155 jobs in Shelby County during the period June 1, 2003, through May 31, 2004. The 12,155 jobs included 10,733 direct jobs, 670 indirect jobs, and 712 induced jobs. The 10,733 direct jobs represented 1.73 percent of total Shelby County employment. This compared favorably to sectors such as Information that provided 10,552 direct jobs, 1.70 percent, in the most recent estimate from the U.S. Bureau of Economic Analysis for the year 2002. Other sectors of similar size in terms of employment impact included Higher Education with 7,355 direct jobs, 1.19 percent, and Management of Companies and Enterprises with 4,946 direct jobs, 0.8 percent, during the same period. A comparison of direct jobs by sector within Shelby County is provided in Table 9.

**Table 9**  
**Shelby County Jobs by Selected Economic Sectors**

<b>Sector</b>	<b>Jobs Estimated by BEA</b>	<b>Percent</b>
Mining	360	0.06%
Forestry	402	0.06%
Management of Companies	4,946	0.80%
Higher Education	7,355	1.19%
Information	10,552	1.70%
<b>Child Care Services</b>	<b>10,733</b>	<b>1.73%</b>
Real Estate	23,991	3.87%
Professional and Tech Services	27,967	4.52%
All Other Sectors	532,852	86.06%
<b>Total Shelby County Employment</b>	<b>619,158</b>	<b>100.00%</b>

Source: BEA CA25N, Total Full-Time and Part-Time Employment by Industry, Shelby County, TN, Year 2002. Child Care Services Employment is for Year 2004. Although a different time period, the comparison is useful as a measure of relative magnitude

## V

### Conclusion

During the period June 1, 2003, through May 31, 2004, the child care sector contributed \$639.0 million in revenue to the economy of Shelby County, Tennessee. This total impact was about 1.5 percent of the estimated Shelby County Gross Product of \$41.8 billion for calendar year 2004. Of the total output of \$639.0 million, \$312.9 million was direct revenue received for providing child care services, while \$326.1 million was the indirect and induced effect of direct revenue. Contained within the direct revenue of \$312.9 million was \$92.0 million of direct subsidies and bonuses earned by child care providers. When parent co-payments required for the receipt of subsidies were included, the subsidized revenues and related expenditures grew to \$96.0 million. Additionally, the child care sector in Shelby County directly provided 10,773 child care related jobs, with an additional 1,380 jobs generated in other supporting industries as a result of indirect expenditures and induced expenditures on child care services.

Poverty is a substantial factor influencing child development in Shelby County. Nearly 21.0 percent of the children under the age of seventeen in Shelby County meet the Federal poverty guideline. Subsidized child care is a critical part of the programs that enable parents in the State of Tennessee Temporary Assistance to Needy Families (TANF) Program to pursue and hold employment, thereby minimizing the State and Federal tax burdens. These external funds created positive ripple effects throughout Shelby County while supporting the economic base. The degree to which the ripple effect of Federal and State subsidies supports Shelby County in a tangible way amounted to \$195,707,443 of direct contributions to the local economy. Subsidies also directly and indirectly supported 3,724 jobs out of the 12,155 total jobs supported by the child care sector when including unsubsidized expenditures on child care services.

In Shelby County, there are nearly 278,800 individuals under the age of twenty, and 212,780 of these are children fourteen years of age or younger. Total provider-reported enrollment in child care services during this period was 77,300 children of both pre-school and school age. The child care services industry serves 36.0 percent of the children fourteen years of age or younger in Shelby County. As a result, parents utilizing these child care services are more readily able to participate in the work force. Child care services also make it possible for many economically disadvantaged parents to improve their job skills through education and job training, in addition to providing a pre-school education base for children participating in child care programs that will support a lifetime of learning.

Child care services are a significant segment of the overall Shelby County economy. When child care expenditures are calculated to include related indirect and induced expenditures, they account for 1.5 percent of Shelby County Gross Product. This contribution compares favorably with sectors such as Education services, which account for 0.46 percent of Shelby County Gross Product. Additionally, the Hotels and Lodging sector and the Amusement sector contributed 1.32 percent and 1.85 percent, respectively. These are sectors that are considered as being

important sources of employment and economic benefit in Shelby County's service-based economy. The relative similarity in size of those sectors to the child care services sector serves to demonstrate that the child care industry is both an important contributor to the economic base of Shelby County as well as a critical contributor to the current and future wellbeing of some of Shelby County's most important citizens--its children.

The child care sector will continue to grow in Shelby County as the percentage of the population under seventeen years of age is expected to grow for several reasons. First, the continuing influx of Hispanic families will cause a rise in children under seventeen years of age, as this ethnic group tends to have larger family sizes. Additionally, both the African American and the Hispanic populations are increasing as a percentage of the total population of Shelby County. As both groups have statistically higher birth rates than the diminishing White population within Shelby County, more children are to be expected, as well as more children in poverty requiring subsidized child care assistance. Thus, it is of critical importance to the future of Shelby County that Centers continue to be closely regulated to ensure quality care is provided to these children, thereby establishing a sound basis for their wellbeing, both physically and educationally.

## **APPENDIXES**



# Appendix I

## Data Base Description

### The Data Base Elements

This study was based upon data obtained from the State of Tennessee Department of Human Services that spanned the time period from June 1, 2003, through May 31, 2004. The data were used to construct a data base that contained descriptive information on all licensed and regulated providers and also any unregulated provider that received a subsidized payment during that time period.

The data elements included in the data base are extensive and include:

- provider ID number,
- provider extension (unique identifier for multiple locations of the same provider),
- provider name,
- profit/non-profit indicator,
- faith-based provider indicator,
- provider type (Centers, Family Home, Group Home, Registered Home, Unregulated Provider),
- street location of provider,
- alternate location of provider,
- city,
- state,
- zip code,
- mailing address of provider,
- alternate mailing address of provider,
- mailing address of provider – city,
- mailing address of provider – state,
- mailing address of provider – zip code,
- provider number of employees,
- county code of provider location
- county name of provider location,
- subsidy received by provider,
- co-pay responsibility of client (fee),
- enrollments from provider annual report (includes subsidized and unsubsidized enrollments),
- provider subsidized enrollment count,
- star rating,
- provider capacity,
- director's education level,
- earned bonus payment (from Star rating),
- enrolled infants,

enrolled toddlers,  
enrolled two-year-old children,  
enrolled three-year-old children,  
enrolled four-year-old children,  
enrolled five-year-old children,  
school age enrollment.

The provider id and provider extension number were used together to identify a specific day care provider. Enrollments by age category were contained in the data base for the Centers, Family Home, Group Home, Registered Home, and Unregulated Provider categories. Enrollments included both subsidized and unsubsidized children for all provider types except for Unregulated Providers. Unregulated Provider enrollment details were not available by age category, but only as total subsidized enrollment.

School age enrollment is the sum of (subsidized and unsubsidized) “school age in” and “school age out” enrollments. “School age in” is defined as enrollment during the weeks of the year when school is in session (the provider is responsible for before and after school care only). “School age out” covers the weeks of the year when school is not in session (the provider is responsible for day care throughout the entire day for children seventeen years of age or younger).

### **Adjustments to the Data**

As noted above, Unregulated Provider enrollment details were not available by age category, but only as total subsidized enrollment. Since revenues received for child care services were related both to the length of the service provided as well as to the age of the child receiving the care, it was necessary to distribute this enrollment by age category. Unregulated Provider subsidized enrollments were allocated by age category by using the percentage distribution by age category calculated from the total of all provider types in the data base. This enabled all enrollments to be categorized by infant, toddler, two-year-old, three-year-old, four-year-old, five-year-old, “school age in,” and “school age out” categories.

Enrollments by age category were further adjusted to correct for another anomaly in the data. In some instances, a provider’s total reported enrollment (which is the sum of unsubsidized plus subsidized enrollments) was less than reported subsidized enrollment for that same provider in the data base. This was a result of either (1) the provider’s total reported enrollment having been submitted by the provider only once annually, whereas the State updated the provider’s subsidized enrollment more frequently or (2) a data entry error. In those instances where the total reported enrollment was less than the reported subsidized enrollment for a provider, an adjustment was made to increase that provider’s total reported enrollment to equal its subsidized enrollment. The difference between the adjusted total reported enrollment and the unadjusted total reported enrollment for each provider was distributed across the age categories for that provider using the age distribution provided below (Table A-1):

**Table A-1**  
**Distribution of Enrollment by Age Category**

<b>Infants</b>	<b>Toddler</b>	<b>Two Years Old</b>	<b>Three Years Old</b>	<b>Four Years Old</b>	<b>Five Years Old</b>	<b>School Age</b>	<b>Total</b>
0.0386	0.0595	0.0773	0.1249	0.1834	0.0622	0.4541	1

The age distribution above is the calculated aggregate age distribution for all provider types by category for the total data base. An example of the data adjustment process follows for a Centers provider type:

# of Infants Enrolled Category = (unadjusted data # of infants enrolled + (difference to be allocated x age distribution factor for infants)).

**An important caveat to this study is that unregulated provider data reflect subsidized enrollment only. Unregulated unsubsidized enrollments are not tracked in the data provided by the Tennessee Department of Human Services.** The data provided did not contain any information on enrollments in *unregulated providers of child care services receiving no State subsidies, nor did the enrollment figures provided by the unregulated providers contained in this data base contain their respective unsubsidized enrollments.* Therefore, this study excludes the economic impact of unsubsidized enrollments at unregulated providers of child care services. *Finally, no attempt has been made to estimate the economic value of child care services that are directly provided by mothers to their own children and have chosen to forego income-making opportunities in order to provide such care.*

Unsubsidized revenue was not available from the data provided by the State of Tennessee Department of Human Services. It has been estimated and the method of its calculation is described in Appendix II.

## Appendix II

### Methodology for Estimating the Economic Base Associated with the Child Care Industry in Shelby County

#### Models

Two models were employed in estimating the economic base as well as the incremental impact (direct and induced) of the child care industry on Shelby County. Those models were the RIMS II model of the Bureau of Economic Analysis (BEA) and the IMPLAN<sup>®</sup> model from the Minnesota IMPLAN Group, Inc. (MIG, Inc.).

#### RIMS II

In the 1970s, the Bureau of Economic Analysis (BEA) developed a method for estimating regional I/O multipliers known as Regional Industrial Multiplier System (RIMS), which was based on the work of Garnick and Drake.<sup>6</sup> In the 1980s, the BEA completed an enhancement of the RIMS model, known as Regional Input-Output Modeling System (RIMS II). RIMS II is based on an accounting framework called an I/O table. For each industry, an I/O table shows the distribution of the inputs purchased and the outputs sold. A typical I/O table in RIMS II is derived mainly from two data sources: the BEA's national I/O table, which shows the input and output structure of nearly 500 U.S. industries, and BEA's regional economic accounts, which are used to adjust the national I/O table in order to reflect a region's industrial structure and trading patterns.<sup>7</sup>

#### IMPLAN<sup>®</sup>

IMPLAN<sup>®</sup> (Impact Analysis for PLANning) was developed by the USDA Forest Service in cooperation with the Federal Emergency Management Agency and the USDI Bureau of Land Management to assist the Forest Service in land and resource management. MIG began work on IMPLAN<sup>®</sup> data bases in 1987 at the University of Minnesota. In 1993, Minnesota IMPLAN Group, Inc., was formed and privatized the development of IMPLAN<sup>®</sup> data and software.<sup>8</sup>

The IMPLAN<sup>®</sup> system has been in use since 1979. The IMPLAN<sup>®</sup> data base, created and maintained by MIG, Inc., consists of national level technology matrices and estimates of regional data for institutional demand and transfers, value-added, industry output, and employment for each county in the United States as well as state and national totals. Its data and accounts closely follow the accounting conventions used in the "Input-Output Study of the U.S. Economy" by the Bureau of Economic Analysis (1980) and the rectangular format recommended by the United Nations.

IMPLAN<sup>®</sup> model outputs include multipliers for NAICS (North American Industrial Classification System) sectors (analogous to output of the RIMS II model), as well as calculated indirect and induced effects of direct expenditures in an economic sector being modeled. In contrast, RIMS II yields a multiplier for the sector being analyzed that yields a total impact on employment and output that includes the direct, indirect, and induced components within the total. However, RIMS II provides no details that can be employed to isolate the direct, indirect, and induced effects of the expenditure.

### **Combined Use of RIMS II and IMPLAN<sup>®</sup> Models**

Neither RIMS II nor IMPLAN<sup>®</sup> used alone provided an optimal solution for the requirements of this study. RIMS II multipliers seemed to more accurately reflect the total level of employment and total economic impact in the child care and related sectors in Shelby County. However, as noted earlier, RIMS II was incapable of providing the details on the direct, indirect, and induced impacts of expenditures in the child care sector.

The IMPLAN<sup>®</sup> model provided information useful for analysis of the child care sector in Shelby County such as the indirect effect, the induced effect, the multipliers by sector, and the value added by sector. However, the IMPLAN<sup>®</sup> results, whether due to data classification issues or structural issues, tended to understate the total economic impact when compared to actual data for that same period.

In order to maximize the detail level available in this study, we have chosen to utilize a combination of the results of both models. The RIMS II model was used to forecast total economic activity associated with direct child care expenditures in Shelby County. The difference was calculated between the RIMS II forecast total and the corresponding IMPLAN<sup>®</sup> based estimated total for those same direct expenditures. This difference was then spread proportionately over the relevant IMPLAN<sup>®</sup> based details. The process enabled the study to use the seemingly more accurate forecast totals from the RIMS II model while preserving the details obtained from the IMPLAN<sup>®</sup> model for use in this analysis.

## Appendix III

### Methodology for Estimating Child Care Gross Revenue in Shelby County

#### Revenue

Subsidized revenue by provider type was supplied in the data provided by the Tennessee Department of Human Services and includes subsidies and earned performance bonuses. The bonuses were earned by the child care providers based upon meeting the criteria set for such bonuses by the State of Tennessee's Star rating program. Only Centers, Family Home, and Group Home provider types are eligible to participate in the Star program. The Star-Quality Child Care Program is a voluntary program that recognizes child care agencies that meet quality criteria to receive a one-, two-, or three-star license. Based upon the report card evaluation, an agency may qualify for the voluntary Star-Quality Program which awards one, two, or three stars depending upon how much the agency exceeds minimum standards. Agencies that care for children subsidized by the State receive bonuses of 5.0, 15.0, and 20.0 percent based upon their Star rating. Sixty-eight percent of child care providers evaluated in calendar year 2002 were eligible to participate in the Star-Quality program.<sup>9</sup>

Unsubsidized revenue was not available from the data supplied by the Tennessee Department of Human Services. It was estimated for Centers, Family Homes, Group Homes, and Registered Homes by multiplying the estimated enrollments for the provider type and age category by the corresponding market-based weekly rates for that provider type. The market rates utilized in this study are shown in Table A-2.

An example of the formula for unsubsidized revenues for a "Centers" provider is shown below:

$$\begin{aligned} & ((\text{Infant Age Enrollment} \times \text{Infant Weekly Enrollment Rate}) + (\text{Toddler Age Enrollment} \times \\ & \text{Toddler Weekly Enrollment Rate}) + (\text{Two Year Enrollment} \times \text{Two Year Old Weekly} \\ & \text{Enrollment Rate}) + (\text{Three Year Enrollment} \times \text{Three Year Old Weekly Enrollment Rate}) + \\ & (\text{Four Year Enrollment} \times \text{Four Year Old Weekly Enrollment Rate}) + (\text{Five Year Enrollment} \times \\ & \text{Five Year Old Weekly Enrollment Rate}) + (80/260 \times \text{School Age Enrollment} \times \text{School Age} \\ & \text{OUT Weekly Enrollment Rate}) + (180/260 \times \text{School Age Enrollment} \times \text{School Age IN} \\ & \text{Weekly Enrollment Rate})) \times 52. \end{aligned}$$

Note:

"School Age In" is defined as the enrollment of school age children using before and after school care during the period when schools are in session. "School Age Out" is defined as enrollment of school age children for full- or part-time care during the period when schools are not in session such as the summer break, spring break, or extended holidays. The duration of the "School Age In" period was calculated assuming 180 days as the "School In" period as a ratio of a possible 260 non-weekend days in a calendar year with the remaining 80 non-weekend days assumed to be the "School Age Out" period. All enrollments are full time equivalents.

**Table A-2  
Market Rate Table**

	<b>Infants</b>	<b>Toddlers</b>	<b>2 -5 Years Old</b>	<b>School Age Out</b>	<b>School Age In</b>
Centers <sup>a</sup>	\$128.00	\$116.00	\$101.25	\$75.00	\$50.00
Family Home <sup>a</sup>	\$90.00	\$90.00	\$85.00	\$70.00	\$50.00
Group Home <sup>a</sup>	\$100.00	\$95.00	\$90.00	\$80.00	\$50.00
Registered Home <sup>b</sup>	\$90.00	\$90.00	\$85.00	\$70.00	\$50.00
Unregulated Provider <sup>c</sup>	\$90.00	\$90.00	\$85.00	\$70.00	\$50.00

- Notes: a. Weekly rates based upon 70th percentile for age bracket in the top 15 highest 2001 population and top 15 avg. 98-00 per capita personal income counties.  
Prepared by the Center for Business and Economic Research, College of Business Administration, The University of Tennessee, Knoxville, TN, July 2002.
- b. Weekly rates by category assumed to be the same as a Family Home--no market data were available.
- c. Weekly rates assumed to be the same as a Family Home-- no market data were available.

## **Enrollments**

Total enrollments by child care provider type by age category were provided by the Tennessee Department of Human Services as the sum of subsidized and unsubsidized enrollment. Total enrollments by age category (infants, toddlers, two-year olds, three-year olds, four-year olds, five-year olds, school age in, and school-age out) were also provided. Subsidized enrollments by child care provider type were provided in total, but no supporting age category enrollment details were available.

In order to estimate subsidized enrollment by provider type by age category, the ratio of the combined (subsidized and unsubsidized) enrollment by each age category to total combined provider enrollment was calculated from the data base. This ratio was applied to the total subsidized enrollment to calculate the estimated subsidized enrollment by age category.

Unsubsidized enrollments were not provided as a separate item in the data provided by the State of Tennessee Department of Human Services, but were combined with subsidized enrollments in the total enrollment by provider type data. Unsubsidized enrollments were estimated by provider type by age category by subtracting the estimated subsidized enrollment by provider type by age category from the total enrollment by provider type by age category (combined subsidized and unsubsidized enrollment) provided by the State of Tennessee.

## Appendix IV

### Indirect and Induced Effects of the Child Care Industry

#### Indirect and Induced Effects Defined

In the process of modeling the impact of changes in final demand, input/output models measure four impacts, which are:

- Direct Effect
- Indirect Effect
- Induced Effect
- Total Effect

The *direct effect* measures the impact (e.g., change in employment) for the expenditures and/or production values specified as direct final demand changes. The *indirect effect* represents the impact (e.g., change in employment) caused by the iteration of industries purchasing from industries resulting from direct final demand changes. The *induced effect* represents the impact (e.g., change in employment) on all local industries caused by the expenditures of new household income generated by the direct and indirect effects of final demand changes. Finally, the *total effect* is the sum of the direct, indirect, and induced effects.<sup>10</sup>

#### Measurement of the Indirect Effect of Child Care Expenditures in Shelby County

As shown in Table A-3, total subsidized revenues, earned bonuses, and required co-payments totaled \$95,831,673 (for the period June 1, 2003, through May 31, 2004) for all child care services providers in Shelby County. The estimated unsubsidized revenue for all child care providers in Shelby County totaled \$217,085,570 for that same period. The total direct revenue (the combination of the subsidized revenues, co-payments, and estimated unsubsidized revenues) was \$312,917,242. The child care services sector directly employed 10,773 individuals (see Table A-4).

These total direct revenues of \$312,917,242 for the child care services sector, when processed through the IMPLAN<sup>®</sup> and RIMS II models (using the methodology described in Appendix II), resulted in an indirect economic impact of \$168,804,189 in Shelby County (Table A-4) and supported an additional 670 jobs. This impact measures the economic effect of purchases by the child care services sector from other economic sectors within Shelby County. It includes the economic impact of those same sectors subsequently purchasing from other sectors within Shelby County as a result of initial child care services sector expenditures.



**Table A-3**  
**Shelby County Gross Revenue Summary by Provider Type**

<b>Provider Type</b>	<b>Number of Providers</b>	<b>Gross Subsidy</b>	<b>Bonus</b>	<b>Net Subsidy</b>	<b>Co-Pay</b>	<b>Unsubsidized Revenue</b>	<b>Total Revenue</b>
Centers	874	\$80,552,322	\$7,480,299	\$73,072,023	\$2,756,735	\$211,213,801	\$294,522,858
Family Home	321	\$ 5,699,279	\$ 501,942	\$ 5,197,337	\$ 259,629	\$ 5,179,754	\$ 11,138,662
Group Home	10	\$ 436,445	\$ 67,530	\$ 368,916	\$ 14,527	\$ 323,108	\$ 774,080
Registered Home	36	\$ 182,302	0	\$ 182,302	\$ 11,091	\$ 368,907	\$ 562,300
Unregulated Provider	1,876	\$ 5,514,581	0	\$ 5,514,581	\$ 404,761	0	\$ 5,919,342
<b>Total</b>	<b>3,117</b>	<b>\$92,384,929</b>	<b>\$8,049,771</b>	<b>\$84,335,159</b>	<b>\$3,446,743</b>	<b>\$217,085,570</b>	<b>\$312,917,242</b>
<b>Percent of Total Revenue</b>		<b>29.5%</b>	<b>2.6%</b>	<b>27.0%</b>	<b>1.1%</b>	<b>69.4%</b>	<b>100.0%</b>

**Table A-4**  
**Summary of Final Demand and Employment Effects**

<b>Impact</b>	<b>Final Demand</b>	<b>Employment</b>
Direct	\$312,917,242	10,773
Indirect	\$168,804,189	670
Induced	\$157,318,161	712
<b>Total</b>	<b>\$639,039,592</b>	<b>12,155</b>

**Measurement of the Induced Effect of Child Care Expenditures in Shelby County**

The total direct revenue of \$312,917,242 for the child care services sector, when processed through the IMPLAN<sup>®</sup> and RIMS II models (using the methodology described in Appendix II), produced an induced economic impact of \$157,318,161 in Shelby County (Table A-4) and supported an additional 712 jobs. The induced economic effect measures the economic effect on all local industries caused by the expenditure of new household income generated by the direct and indirect effects of final demand changes in the child care services sector in Shelby County.

## **Appendix V**

### **Shelby County Child Care Revenue and Enrollment by Zip Code and Provider Type for the Period June 1, 2003, through May 31, 2004**

Appendix V lists summary information for each child care provider type by zip code in Shelby County. The information includes the number of each provider type within a zip code, the unsubsidized revenue received by that provider, the subsidized funds received by that provider, the co-payments received by the provider from clients receiving subsidies, and the total of the subsidized, unsubsidized, and co-payment revenues received. Additionally, enrollment details are provided by two summary level aggregations--subsidized and unsubsidized enrollment.

The subsidized revenue includes earned bonuses by any providers that participate in the State of Tennessee Star program, which rewards providers for meeting a specified quality standard. The data cover the period from June 1, 2003, through May 31, 2004.

**Table A-5**

Zip Code	Provider Type	Number	Unsubsidized Revenue	Subsidized Revenue	Co-Pay	Subsidized Enrollment	Unsubsidized Enrollment	Total of Subsidized, Unsubsidized, and Co-Pay Revenue
38002	Centers	11	\$ 3,650,737	\$ 251,850	\$ 14,243	63	842	\$ 3,916,830
38002	Unregulated Provider	6	0	\$ 7,997	\$ 208	9	0	\$ 8,205
Subtotal		17	\$ 3,650,737	\$ 259,847	\$ 14,451	72	842	\$ 3,925,035
38004	Unregulated Provider	1	0	\$ 67	0	1	0	\$ 67
Subtotal		1	0	\$ 67	0	1	0	\$ 67
38008	Unregulated Provider	1	0	\$ 4,829	0	2	0	\$ 4,829
Subtotal		1	0	\$ 4,829	0	2	0	\$ 4,829
38016	Centers	6	\$ 797,786	\$ 831	0	2	184	\$ 798,617
38016	Unregulated Provider	6	0	\$ 10,104	\$ 2,586	10	0	\$ 12,690
Subtotal		12	\$ 797,786	\$ 10,935	\$ 2,586	12	184	\$ 811,307
38017	Centers	17	\$ 9,954,980	\$ 166,350	\$ 9,364	24	2,296	\$ 10,130,694
38017	Family Home	1	\$ 15,057	0	0	0	4	\$ 15,057
38017	Unregulated Provider	11	0	\$ 20,039	\$ 515	21	0	\$ 20,554
Subtotal		29	\$ 9,970,037	\$ 186,389	\$ 9,879	45	2,300	\$ 10,166,305
38018	Centers	35	\$11,082,286	\$ 418,807	\$ 20,519	164	2,556	\$ 11,521,612
38018	Family Home	1	\$ 26,350	0	0	0	7	\$ 26,350
38018	Unregulated Provider	5	0	\$ 16,272	\$ 815	7	0	\$ 17,087
Subtotal		41	\$11,108,636	\$ 435,079	\$ 21,334	171	2,563	\$ 11,565,049
38019	Unregulated Provider	2	0	\$ 4,227	0	5	0	\$ 4,227
Subtotal		2	0	\$ 4,227	0	5	0	\$ 4,227
38023	Unregulated Provider	1	0	\$ 4,198	0	2	0	\$ 4,198
Subtotal		1	0	\$ 4,198	0	2	0	\$ 4,198
38028	Unregulated Provider	2	0	\$ 9,405	0	4	0	\$ 9,405
Subtotal		2	0	\$ 9,405	0	4	0	\$ 9,405
38049	Unregulated Provider	1	0	\$ 5,589	0	4	0	\$ 5,589
Subtotal		1	0	\$ 5,589	0	4	0	\$ 5,589

**Table 5-A (Continued)**

Zip Code	Provider Type	Number	Unsubsidized Revenue	Subsidized Revenue	Co-Pay	Subsidized Enrollment	Unsubsidized Enrollment	Total of Subsidized, Unsubsidized, and Co-Pay Revenue
38053	Centers	18	\$ 3,390,590	\$ 548,075	\$ 15,174	120	782	\$ 3,953,839
38053	Family Home	3	\$ 3,764	\$ 75,636	\$ 3,492	30	1	\$ 82,892
Subtotal		36	\$ 3,394,354	\$ 659,688	\$ 22,643	183	783	\$ 4,076,685
Subtotal		1	0	\$ 3,105	\$ 650	2	0	\$ 3,755
38063	Centers	1	\$ 229,797	0	0	0	53	\$ 229,797
Subtotal		1	\$ 229,797	0	0	0	53	\$ 229,797
38103	Centers	9	\$ 1,201,015	\$ 335,630	\$ 23,660	83	277	\$ 1,560,305
38103	Unregulated Provider	3	0	\$ 7,584	0	8	0	\$ 7,584
Subtotal		12	\$ 1,201,015	\$ 343,214	\$ 23,660	91	277	\$ 1,567,889
38104	Centers	34	\$ 8,372,416	\$2,436,723	\$ 94,773	627	1,931	\$ 10,903,912
38104	Family Home	1	\$ 3,764	\$ 29,370	\$ 178	8	1	\$ 33,312
38104	Unregulated Provider	10	0	\$ 22,563	\$ 2,081	20	0	\$ 24,644
Subtotal		45	\$ 8,376,180	\$2,488,656	\$ 97,032	655	1,932	\$ 10,961,868
38105	Centers	16	\$ 2,345,664	\$1,874,700	\$ 32,982	444	541	\$ 4,253,346
38105	Family Home	1	\$ 18,822	\$ 1,410	\$ 686	1	5	\$ 20,918
38105	Unregulated Provider	27	0	\$ 94,863	\$ 6,573	64	0	\$ 101,436
Subtotal		44	\$ 2,364,486	\$1,970,973	\$ 40,241	509	546	\$ 4,375,700
38106	Centers	48	\$ 8,251,013	\$7,115,990	\$ 176,260	1,588	1,903	\$ 15,543,263
38106	Family Home	15	\$ 286,091	\$ 244,302	\$ 10,377	79	76	\$ 540,770
38106	Registered Home	1	\$ 7,529	\$ 12,031	0	11	2	\$ 19,560
38106	Unregulated Provider	153	0	\$ 482,612	\$ 30,375	363	0	\$ 512,987
Subtotal		217	\$ 8,544,633	\$7,854,935	\$ 217,012	2,041	1,981	\$ 16,616,580

**Table A-5 (Continued)**

Zip Code	Provider Type	Number	Unsubsidized Revenue	Subsidized Revenue	Co-Pay	Subsidized Enrollment	Unsubsidized Enrollment	Total of Subsidized, Unsubsidized, and Co-Pay Revenue
38107	Centers	40	\$ 6,178,504	\$ 5,191,680	\$ 99,026	1,452	1,425	\$ 11,469,210
38107	Family Home	12	\$ 146,810	\$ 254,405	\$ 9,239	92	39	\$ 410,454
38107	Group Home	1	\$ 35,901	\$ 30,112	\$ 245	3	9	\$ 66,258
38107	Registered Home	1	\$ 15,057	0	0	0	4	\$ 15,057
38107	Unregulated Provider	75	0	\$ 246,946	\$ 10,917	189	0	\$ 257,863
Subtotal		129	\$ 6,376,273	\$ 5,723,143	\$ 119,427	1,736	1,477	\$ 12,218,843
38108	Centers	28	\$ 7,609,316	\$ 2,269,182	\$ 44,240	623	1,755	\$ 9,922,738
38108	Family Home	11	\$ 127,988	\$ 257,428	\$ 11,402	98	34	\$ 396,818
38108	Registered Home	2	\$ 18,822	\$ 8,692	\$ 320	8	5	\$ 27,834
38108	Unregulated Provider	92	0	\$ 298,413	\$ 18,818	222	0	\$ 317,231
Subtotal		133	\$ 7,756,126	\$ 2,833,715	\$ 74,780	951	1,794	\$ 10,664,621
38109	Centers	71	\$ 13,358,577	\$ 8,749,404	\$ 265,560	1,942	3,081	\$ 22,373,541
38109	Family Home	24	\$ 327,499	\$ 459,921	\$ 24,700	150	87	\$ 812,120
38109	Group Home	2	\$ 39,890	\$ 69,871	\$ 3,978	10	10	\$ 113,739
38109	Registered Home	9	\$ 63,994	\$ 53,410	\$ 6,614	37	17	\$ 124,018
38109	Unregulated Provider	251	0	\$ 710,234	\$ 52,364	551	0	\$ 762,598
Subtotal		357	\$ 13,789,960	\$10,042,840	\$ 353,216	2,690	3,195	\$ 24,186,016
38111	Centers	39	\$ 7,752,397	\$ 3,397,445	\$ 141,150	894	1,788	\$ 11,290,992
38111	Family Home	15	\$ 233,390	\$ 206,097	\$ 4,391	84	62	\$ 443,878
38111	Group Home	1	\$ 51,857	\$ 88,125	\$ 1,897	24	13	\$ 141,879
38111	Unregulated Provider	74	0	\$ 247,074	\$ 16,759	170	0	\$ 263,833
Subtotal		129	\$ 8,037,644	\$ 3,938,445	\$ 164,197	1,172	1,863	\$ 12,140,582

**Table A-5 (Continued)**

Zip Code	Provider Type	Number	Unsubsidized Revenue	Subsidized Revenue	Co-Pay	Subsidized Enrollment	Unsubsidized Enrollment	Total of Subsidized, Unsubsidized, and Co-Pay Revenue
38112	Centers	18	\$ 3,897,878	\$ 1,217,981	\$ 31,009	305	899	\$ 5,146,868
38112	Family Home	4	\$ 105,402	\$ 158,359	\$ 9,344	40	28	\$ 273,105
38112	Registered Home	1	\$ 7,529	\$ 7,615	\$ 0	3	2	\$ 15,144
38112	Unregulated Provider	52	0	\$ 169,282	\$ 8,200	134	0	\$ 177,482
Subtotal		75	\$ 4,010,808	\$ 1,553,237	\$ 48,553	482	929	\$ 5,612,598
38114	Centers	50	\$ 8,094,925	\$ 6,424,375	\$ 180,879	1,554	1,867	\$ 14,700,179
38114	Family Home	16	\$ 210,804	\$ 226,783	\$ 7,263	92	56	\$ 444,850
38114	Registered Home	1	\$ 11,293	\$ 7,832	0	8	3	\$ 19,125
38114	Unregulated Provider	128	0	\$ 338,549	\$ 26,750	281	0	\$ 365,299
Subtotal		195	\$ 8,317,022	\$ 6,997,539	\$ 214,892	1,935	1,926	\$ 15,529,453
38115	Centers	34	\$ 7,414,205	\$ 5,888,462	\$ 308,211	1,528	1,710	\$ 13,610,878
38115	Family Home	19	\$ 831,923	\$ 122,877	\$ 6,410	57	221	\$ 961,210
38115	Registered Home	4	\$ 71,523	\$ 1,565	\$ 0	2	19	\$ 73,088
38115	Unregulated Provider	65	0	\$ 166,209	\$ 21,919	169	0	\$ 188,128
Subtotal		122	\$ 8,317,651	\$ 6,179,113	\$ 336,540	1,756	1,950	\$ 14,833,304
38116	Centers	67	\$ 9,755,533	\$ 9,910,172	\$ 340,556	2,602	2,250	\$ 20,006,261
38116	Family Home	41	\$ 560,889	\$ 824,512	\$ 39,799	224	149	\$ 1,425,200
38116	Registered Home	5	\$ 26,350	\$ 18,051	0	14	7	\$ 44,401
38116	Unregulated Provider	182	0	\$ 529,632	\$ 50,195	425	0	\$ 579,827
Subtotal		295	\$ 10,342,773	\$11,282,367	\$ 430,550	3,265	2,406	\$ 22,055,690

**Table A-5 (Continued)**

<b>Zip Code</b>	<b>Provider Type</b>	<b>Number</b>	<b>Unsubsidized Revenue</b>	<b>Subsidized Revenue</b>	<b>Co-Pay</b>	<b>Subsidized Enrollment</b>	<b>Unsubsidized Enrollment</b>	<b>Total of Subsidized, Unsubsidized, and Co-Pay Revenue</b>
38117	Centers	27	\$ 10,462,268	\$ 509,228	\$ 14,177	141	2,413	\$ 10,985,673
38117	Family Home	5	\$ 90,345	\$ 188,301	\$ 5,836	52	24	\$ 284,482
38117	Unregulated Provider	9	0	\$ 11,959	\$ 262	20	0	\$ 12,221
Subtotal		41	\$ 10,552,612	\$ 709,488	\$ 20,275	213	2,437	\$ 11,282,375
38118	Centers	51	\$ 9,321,954	\$6,700,655	\$ 320,170	1,771	2,150	\$ 16,342,779
38118	Family Home	20	\$ 331,263	\$ 338,424	\$ 22,994	99	88	\$ 692,681
38118	Group Home	1	\$ 43,879	\$ 54,572	\$ 2,719	9	11	\$ 101,170
38118	Registered Home	4	\$ 37,644	\$ 20,399	\$ 567	13	10	\$ 58,610
38118	Unregulated Provider	121	0	\$ 347,783	\$ 27,803	281	0	\$ 375,586
Subtotal		197	\$ 9,734,740	\$7,461,833	\$ 374,253	2,173	2,259	\$ 17,570,826
38119	Centers	21	\$ 7,223,430	\$ 3,533	\$ 105	6	1,666	\$ 7,227,068
38119	Family Home	4	\$ 109,166	\$ 10,744	\$ 1,631	6	29	\$ 121,541
38119	Unregulated Provider	4	0	\$ 14,221	\$ 44	10	0	\$ 14,265
Subtotal		29	\$ 7,332,597	\$ 28,498	\$ 1,780	22	1,695	\$ 7,362,875
38120	Centers	8	\$ 2,779,243	0	0	0	641	\$ 2,779,243
38120	Family Home	1	\$ 30,114.85	0	0	0	8	\$ 30,115
Subtotal		9	\$ 2,809,358	0	0	0	649	\$ 2,809,358
38122	Centers	20	\$ 3,225,830	\$2,258,383	\$ 66,986	509	744	\$ 5,551,199
38122	Registered Home	1	\$ 7,529	\$ 6,802	\$ 347	2	2	\$ 14,678
38122	Unregulated Provider	37	0	\$ 91,382	\$ 5,018	79	0	\$ 96,400
Subtotal		58	\$ 3,233,358	\$2,356,567	\$ 72,351	590	746	\$ 5,662,276

**Table A-5 (Continued)**

Zip Code	Provider Type	Number	Unsubsidized Revenue	Subsidized Revenue	Co-Pay	Subsidized Enrollment	Unsubsidized Enrollment	Total of Subsidized, Unsubsidized, and Co-Pay Revenue
38125	Centers	8	\$ 2,675,184	\$ 127,667	\$ 7,142	51	617	\$ 2,809,993
38125	Family Home	10	\$ 154,339	\$ 116,572	\$ 9,090	33	41	\$ 280,001
38125	Unregulated Provider	27	0	\$ 47,801	\$ 9,518	49	0	\$ 57,319
Subtotal		45	\$ 2,829,523	\$ 292,040	\$ 25,750	133	658	\$ 3,147,313
38126	Centers	28	\$ 7,123,707	\$1,948,243	\$ 50,031	660	1,643	\$ 9,121,981
38126	Family Home	3	\$ 26,350	\$ 117,201	\$ 2,055	29	7	\$ 145,606
38126	Unregulated Provider	43	0	\$ 139,645	\$ 11,340	104	0	\$ 150,985
Subtotal		74	\$ 7,150,058	\$2,205,089	\$ 63,426	793	1,650	\$ 9,418,573
38127	Centers	52	\$ 10,336,530	\$6,009,411	\$ 148,821	1,482	2,384	\$ 16,494,762
38127	Family Home	60	\$ 722,756	\$1,359,453	\$ 59,411	490	192	\$ 2,141,620
38127	Group Home	4	\$ 95,736	\$ 154,529	\$ 1,620	36	24	\$ 251,885
38127	Registered Home	4	\$ 7,529	\$ 7,646	\$ 576	9	2	\$ 15,751
38127	Unregulated Provider	245	0	\$ 768,227	\$ 51,449	606	0	\$ 819,676
Subtotal		365	\$ 11,162,550	\$8,299,266	\$ 261,877	2,623	2,602	\$ 19,723,693
38128	Centers	30	\$ 6,690,128	\$4,186,740	\$ 181,990	1,122	1,543	\$ 11,058,858
38128	Family Home	29	\$ 353,849	\$ 595,580	\$ 19,653	219	94	\$ 969,082
38128	Registered Home	2	\$ 7,529	\$ 6,441	\$ 762	6	2	\$ 14,732
38128	Unregulated Provider	128	0	\$ 399,801	\$ 22,185	310	0	\$ 421,986
Subtotal		189	\$ 7,051,506	\$5,188,562	\$ 224,590	1,657	1,639	\$ 12,464,658
38130	Unregulated Provider	1	0	\$ 458	0	2	0	\$ 458
Subtotal		1	0	\$ 458	0	2	0	\$ 458
38132	Centers	1	\$ 433,579	\$ 67,986	\$ 3,830	10	100	\$ 505,395
Subtotal		1	\$ 433,579	\$ 67,986	\$ 3,830	10	100	\$ 505,395



**Table A-5 (Continued)**

<b>Zip Code</b>	<b>Provider Type</b>	<b>Number</b>	<b>Unsubsidized Revenue</b>	<b>Subsidized Revenue</b>	<b>Co-Pay</b>	<b>Subsidized Enrollment</b>	<b>Unsubsidized Enrollment</b>	<b>Total of Subsidized, Unsubsidized, and Co-Pay Revenue</b>
38133	Centers	7	\$ 3,295,202	\$ 144,679	\$ 3,597	35	760	\$ 3,443,478
38133	Family Home	1	\$ 22,586	0	0	0	6	\$ 22,586
38133	Unregulated Provider	6	0	\$ 8,843	\$ 3,444	11	0	\$ 12,287
Subtotal		14	\$ 3,317,789	\$ 153,522	\$ 7,041	46	766	\$ 3,478,352
38134	Centers	38	\$ 15,968,724	\$1,515,132	\$ 95,430	397	3,683	\$ 17,579,286
38134	Family Home	8	\$ 154,339	\$ 18,772	\$ 1,572	14	41	\$ 174,683
38134	Registered Home	1	\$ 41,408	\$ 19,051	\$ 1,508	12	11	\$ 61,967
38134	Unregulated Provider	21	0	\$ 56,127	\$ 6,152	50	0	\$ 62,279
Subtotal		68	\$ 16,164,471	\$1,609,082	\$ 104,662	473	3,735	\$ 17,878,215
38135	Centers	4	\$ 528,967	0	0	0	122	\$ 528,967
38135	Family Home	3	\$ 63,994	\$ 1,932	\$ 396	1	17	\$ 66,322
38135	Registered Home	1	\$ 15,057	0	0	0	4	\$ 15,057
38135	Unregulated Provider	7	0	\$ 18,975	\$ 2,262	19	0	\$ 21,237
Subtotal		15	\$ 608,018	\$ 20,907	\$ 2,658	20	143	\$ 631,583
38137	Unregulated Provider	1	0	\$ 2,241	\$ 48	1	0	\$ 2,289
Subtotal		1	0	\$ 2,241	\$ 48	1	0	\$ 2,289
38138	Centers	13	\$ 6,412,637	\$ 273	0	1	1,479	\$ 6,412,910
38138	Family Home	3	\$ 45,172	\$ 7,549	\$ 2,119	4	12	\$ 54,840
38138	Unregulated Provider	6	0	\$ 21,124	\$ 529	14	0	\$ 21,653
Subtotal		22	\$ 6,457,810	\$ 28,946	\$ 2,648	19	1,491	\$ 6,489,404
38139	Centers	7	\$ 5,246,309	0	0	0	1,210	\$ 5,246,309
Subtotal		7	\$ 5,246,309	0	0	0	1,210	\$ 5,246,309

**Table A-5 (Continued)**

<b>Zip Code</b>	<b>Provider Type</b>	<b>Number</b>	<b>Unsubsidized Revenue</b>	<b>Subsidized Revenue</b>	<b>Co-Pay</b>	<b>Subsidized Enrollment</b>	<b>Unsubsidized Enrollment</b>	<b>Total of Subsidized, Unsubsidized, and Co-Pay Revenue</b>
38141	Centers	8	\$ 2,597,140	\$ 658,777	\$ 58,096	235	599	\$ 3,314,013
38141	Family Home	10	\$ 176,925	\$ 83,651	\$ 7,591	32	47	\$ 268,167
38141	Group Home	1	\$ 55,846	\$ 39,237	\$ 4,068	8	14	\$ 99,151
38141	Registered Home	2	\$ 30,115	\$ 12,767	\$ 397	4	8	\$ 43,279
38141	Unregulated Provider	29	0	\$ 93,281	\$ 7,922	67	0	\$ 101,203
Subtotal		50	\$ 2,860,025	\$ 887,713	\$ 78,074	346	668	\$ 3,825,812
38151	Centers	1	\$ 294,834	\$ 29,103	\$ 3,692	7	68	\$ 327,629
Subtotal		1	\$ 294,834	\$ 29,103	\$ 3,692	7	68	\$ 327,629
38152	Centers	3	\$ 975,553	\$ 20,889	\$ 20	7	225	\$ 996,462
Subtotal		3	\$ 975,553	\$ 20,889	\$ 20	7	225	\$ 996,462
38182	Unregulated Provider	1	0	\$ 2,410	0	3	0	\$ 2,410
Subtotal		1	0	\$ 2,410	0	3	0	\$ 2,410
38186	Unregulated Provider	3	0	\$ 2,813	\$ 16	3	0	\$ 2,829
Subtotal		3	0	\$ 2,813	\$ 16	3	0	\$ 2,829
38190	Unregulated Provider	1	0	\$ 1,563	0	2	0	\$ 1,563
Subtotal		1	0	\$ 1,563	0	2	0	\$ 1,563
38635	Unregulated Provider	2	0	\$ 1,967	0	3	0	\$ 1,967
Subtotal		2	0	\$ 1,967	0	3	0	\$ 1,967
38637	Centers	1	\$ 567,989	\$ 19,023	\$ 860	8	131	\$ 587,872
38637	Unregulated Provider	6	0	\$ 14,134	\$ 1,456	13	0	\$ 15,590
Subtotal		7	\$ 567,989	\$ 33,157	\$ 2,316	21	131	\$ 603,462
38654	Unregulated Provider	1	0	\$ 2,074	0	3	0	\$ 2,074
Subtotal		1	0	\$ 2,074	0	3	0	\$ 2,074

**Table A-5 (Continued)**

Zip Code	Provider Type	Number	Unsubsidized Revenue	Subsidized Revenue	Co-Pay	Subsidized Enrollment	Unsubsidized Enrollment	Total of Subsidized, Unsubsidized, and Co-Pay Revenue
38661	Unregulated Provider	1	0	\$ 7,413	\$ 271	3	0	\$ 7,684
Subtotal		1	0	\$ 7,413	\$ 271	3	0	\$ 7,684
38671	Centers	4	\$ 1,716,974	\$ 154,943	\$ 4,182	19	396	\$ 1,876,099
38671	Unregulated Provider	3	0	\$ 9,490	\$ 1,231	6	0	\$ 10,721
Subtotal		7	\$ 1,716,974	\$ 164,433	\$ 5,413	25	396	\$ 1,886,820
38676	Unregulated Provider	1	0	\$ 2,607	0	3	0	\$ 2,607
Subtotal		50	\$ 2,860,025	\$ 887,713	\$ 78,074	346	668	\$ 3,825,812
38151	Centers	1	\$ 294,834	\$ 29,103	\$ 3,692	7	68	\$ 327,629
Subtotal		1	\$ 294,834	\$ 29,103	\$ 3,692	7	68	\$ 327,629
38152	Centers	3	\$ 975,553	\$ 20,889	\$ 20	7	225	\$ 996,462
Subtotal		3	\$ 975,553	\$ 20,889	\$ 20	7	225	\$ 996,462
38182	Unregulated Provider	1	0	\$ 2,410	0	3	0	\$ 2,410
Subtotal		1	0	\$ 2,410	0	3	0	\$ 2,410
38186	Unregulated Provider	3	0	\$ 2,813	\$ 16	3	0	\$ 2,829
Subtotal		3	0	\$ 2,813	\$ 16	3	0	\$ 2,829
38190	Unregulated Provider	1	0	\$ 1,563	0	2	0	\$ 1,563
Subtotal		1	0	\$ 1,563	0	2	0	\$ 1,563
38635	Unregulated Provider	2	0	\$ 1,967	0	3	0	\$ 1,967
Subtotal		2	0	\$ 1,967	0	3	0	\$ 1,967
38637	Centers	1	\$ 567,989	\$ 19,023	\$ 860	8	131	\$ 587,872
38637	Unregulated Provider	6	0	\$ 14,134	\$ 1,456	13	0	\$ 15,590
Subtotal		7	\$ 567,989	\$ 33,157	\$ 2,316	21	131	\$ 603,462

**Table A-5 (Continued)**

Zip Code	Provider Type	Number	Unsubsidized Revenue	Subsidized Revenue	Co-Pay	Subsidized Enrollment	Unsubsidized Enrollment	Total of Subsidized, Unsubsidized, and Co-Pay Revenue
38654	Unregulated Provider	1	0	\$ 2,074	0	3	0	\$ 2,074
Subtotal		1	0	\$ 2,074	0	3	0	\$ 2,074
38661	Unregulated Provider	1	0	\$ 7,413	\$ 271	3	0	\$ 7,684
Subtotal		1	0	\$ 7,413	\$ 271	3	0	\$ 7,684
38671	Centers	4	\$ 1,716,974	\$ 154,943	\$ 4,182	19	396	\$ 1,876,099
38671	Unregulated Provider	3	0	\$ 9,490	\$ 1,231	6	0	\$ 10,721
Subtotal		7	\$ 1,716,974	\$ 164,433	\$ 5,413	25	396	\$ 1,886,820
38676	Unregulated Provider	1	0	\$ 2,607	0	3	0	\$ 2,607
Subtotal		1	0	\$ 2,607	0	3	0	\$ 2,607
38680	Unregulated Provider	2	0	\$ 6,688	0	6	0	\$ 6,688
Subtotal		2	0	\$ 6,688	0	6	0	\$ 6,688
38966	Unregulated Provider	1	0	\$ 2,940	\$ 109	4	0	\$ 3,049
Subtotal		1	0	\$ 2,940	\$ 109	4	0	\$ 3,049
39194	Unregulated Provider	1	0	\$ 1,478	\$ 0	3	0	\$ 1,478
Subtotal		1	0	\$ 1,478	0	3	0	\$ 1,478
72364	Unregulated Provider	1	0	\$ 1,366	0	2	0	\$ 1,366
Subtotal		1	0	\$ 1,366	0	2	0	\$ 1,366
Total		3,117	\$217,085,569	\$92,384,930	\$3,446,743	27,002	50,269	\$312,917,242

- Notes:
1. Total Provider Enrollments adjusted to equal Total Subsidized Enrollments in those instances where reported provider enrollment was less than the subsidized enrollment for that provider. This adjustment for raw data error is a result of total provider enrollments being captured from the provider's annual report as compared to subsidized enrollments for that provider which are updated on a more frequent basis by the State of Tennessee. Adjustment was made by individual provider record.
  2. Adjustments to enrollment were distributed to age categories of enrollment (infant through school age) using the age distributions determined from the aggregate Master File totals for all combined provider types.
  3. Unsubsidized enrollment (for the purpose of calculation of associated revenue) is determined by taking the difference between adjusted Total Provider Reported Enrollment and Subsidized Enrollment. Total Provider Reported Enrollment is the sum of subsidized and unsubsidized enrollments for all categories excluding Unregulated Providers.
  4. Subsidized Revenue, Co-Payments, and Bonus Revenues are provided in the Raw Master File by individual provider type. Bonus payments are included in the Subsidized Revenue Category. Bonus Payments are earned based upon earned Star ratings for participating providers.
  5. Unsubsidized Revenue is the product of Unsubsidized Enrollment times the category specific annualized unsubsidized revenue factor that is provided in the factor section of this table.

## Appendix VI

### **Director Highest Level of Education Achieved, Number of Employees, and Total Reported Enrollment by Zip Code for Shelby County Child Care “Centers”**

One possible indication of the quality of management at a child care services provider location is the level of educational attainment of its director. Another indication of the quality of care and time available to provide attention to unique problems of an individual child is a ratio of the number of enrollees to the number of employees. The table below provides this information by zip code for the “Centers” category of child care services providers in Shelby County, for those “Centers” that supplied director education level. The “Centers” category is the most significant provider type within Shelby County. This category of providers renders service to nearly 90.0 percent of all children enrolled in licensed and regulated providers in Shelby County.

The abbreviations for the Center director highest attained level of education are PHD (doctorate), HS (high school), SMCL (some college), BABS (bachelor’s degree), MA (master’s degree), AS (associate’s degree), and OTHR (other).

**Table A-6**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll./ Employee Ratio
28217	LA PETITE ACADEMY @ CROMWELL	Centers	Not Supplied	10	46	4.6
38002	ARLINGTON BABIES AND CHILDREN CCC	Centers	SMCL	9	140	15.6
38002	MACON ROAD BAPTIST SCHOOL EAST ESP	Centers	SMCL	8	98	12.3
38002	ST. PAUL UMC PRESCHOOL	Centers	BABS	16	106	6.6
38002	PLAY LEARN & GROW PRESCHOOL	Centers	BABS	26	166	6.4
38002	FUNTIME LEARNING CENTER, INC.	Centers	BABS	20	130	6.5
38002	MACON ROAD BAPTIST SCHOOL EAST PRESCHOOL	Centers	SMCL	6	28	4.7
38002	LITTLE HANDS LEARNING ACADEMY	Centers	MA	10	41	4.1
38016	FIRST ASSEMBLY CHRISTIAN PRES/ROCK.	Centers	HS	8	46	5.8
38016	STEPS OF FAITH CHRISTIAN DC & PRESCHOOL	Centers	BABS	6	22	3.7
38016	BRIARCREST CHRISTIAN SCHOOL B/A	Centers	SMCL	9	52	5.8
38016	CORDOVA CHRISTIAN LEARNING CTR,LLC	Centers	MA	27	26	1.0
38016	BRIARCREST CHRISTIAN PRESCHOOL-LEAWOOD	Centers	MA	14	0	0.0
38017	CENTRAL LEARNING CENTER-SACC	Centers	OTHR	11	297	27.0
38017	COLLIERVILLE PRES. DAY SCHOOL	Centers	BABS	6	44	7.3
38017	CHURCH OF THE INCARNATION PRESCHOOL	Centers	BABS	15	98	6.5
38017	INCARNATION ELEMENTARY SCHOOL	Centers	MA	5	0	0.0
38017	CENTRAL LEARNING CENTER DAY CARE	Centers	SMCL	61	249	4.1
38017	YMCA @ TARA OAKS ELEM.	Centers	BABS	4	50	12.5
38017	LA PETITE ACADEMY @ POPLAR VIEW	Centers	BABS	13	93	7.2
38017	YMCA @ CROSSWIND	Centers	BABS	7	29	4.1
38017	YMCA @ COLLIERVILLE	Centers	AS	2	54	27.0
38017	YMCA SCHILLING FARMS @ SOUTHWIND ELEM	Centers	BABS	5	99	19.8
38017	CENTRAL LEARNING EARLY CHILDHOOD CENTER	Centers	SMCL	61	249	4.1
38017	TOTALLY KIDS LEARNING CENTER	Centers	BABS	4	445	111.3
38017	RAINBOW KIDZ CHILDCARE CENTER	Centers	HS	8	34	4.3
38017	FAITH LUTHERAN PRESCHOOL	Centers	BABS	12	104	8.7
38017	KID TECH CHILD CARE CENTER	Centers	BABS	33	220	6.7
38017	COLLIERVILLE METHODIST PRESCHOOL	Centers	BABS	34	293	8.6
38017	FELLOWSHIP DAY CARE CENTER	Centers	SMCL	4	35	8.8
38018	FST ASSEMBLY CHRIST SCHOOL ESP	Centers	HS	8	38	4.8
38018	FIRST ASSEMBLY CHRISTIAN PRESCHOOL	Centers	BABS	7	17	2.4

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll / Employee Ratio
38018	WOODLAND HILLS DAY CAMP	Centers	Not Supplied	Not Supplied	0	N/A
38018	LAMBS & IVY	Centers	SMCL	19	133	7.0
38018	GREAT ADVENTURE CHILD CARE CTR	Centers	Not Supplied	Not Supplied	73	N/A
38018	CORDOVA CHILD CARE CENTER	Centers	HS	26	89	3.4
38018	BRIGHT IDEAS ENRICHMENT CTR @ CORDOVA	Centers	BABS	10	83	8.3
38018	THE LEARNING TREE	Centers	HS	20	140	7.0
38018	S & W CHILD CARE CTRS, INC.	Centers	HS	12	58	4.8
38018	CORDOVA ELEM-B/A SCHOOL PROGRAM	Centers	MA	4	100	25.0
38018	ST. FRANCIS OF ASSISI CATHOLIC SCHOOL	Centers	BABS	6	60	10.0
38018	LAMPLIGHTER PRESCHOOL, INC.	Centers	PHD	23	75	3.3
38018	LAMPLIGHTER SCHOOL INC. ESP	Centers	PHD	23	99	4.3
38018	LAMPLIGHTER SCHOOL INC. ESP	Centers	PHD	4	45	11.3
38018	LAMPLIGHTER PRESCHOOL, INC.	Centers	PHD	23	75	3.3
38018	ST. BENEDICT EXTD. CARE	Centers	SMCL	9	104	11.6
38018	CORDOVA PRESBYTERIAN PRESCHOOL	Centers	BABS	7	65	9.3
38018	HOPE PRESBYTERIAN CHURCH PRESCHOOL	Centers	AS	32	186	5.8
38018	BARTLETT CHILDCARE CENTER,INC.CORDOVA	Centers	SMCL	31	234	7.5
38018	OPEN ARMS LUTHERAN CHILD DEV CTR	Centers	Not Supplied	6	29	4.8
38018	HARDING ACADEMY EARLY CHILDHOOD CORDOVA	Centers	MA	30	102	3.4
38018	KLASSY KIDS ACADEMY	Centers	BABS	7	71	10.1
38018	KINDER CARE @ WALNUT KNOLL LANE	Centers	SMCL	18	114	6.3
38018	KICK CARE, INC	Centers	Not Supplied	Not Supplied	0	N/A
38018	LA PETITE ACADEMY @ WALNUT BEND	Centers	SMCL	12	68	5.7
38053	LIGHTHOUSE CHRISTIAN ACADEMY PRESCHOOL	Centers	HS	25	150	6.0
38053	LUCY EARLY START 3	Centers	MA	3	13	4.3
38053	WOODLAWN BAPT. ACAD. PRE-K	Centers	BABS	11	81	7.4
38053	MILLINGTON FAMILY YMCA @ LAKELAND ELEM	Centers	BABS	3	42	14.0
38053	BEARLY TOTS ENRICHMENT CTR, INC	Centers	Not Supplied	Not Supplied	0	N/A
38053	MILLINGTON FAMILY YMCA @ BARRET'S CHAPEL	Centers	BABS	2	40	20.0

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/ Employee Ratio
38053	YMCA @ MILLINGTON SO.	Centers	Not Supplied	2	28	14.0
38053	SHELBY CO. HEADSTART @ ST. WILLIAMS	Centers	BABS	20	120	6.0
38053	LIGHTHOUSE CHRISTIAN ACADEMY AND PRESCHL	Centers	SMCL	25	150	6.0
38053	YMCA @ NORTHAVEN	Centers	Not Supplied	3	20	6.7
38053	SSB LEARNING ACADEMY	Centers	BABS	16	84	5.3
38053	MILLINGTON CHILD DEVELOPMENT CENTER	Centers	OTHR	18	99	5.5
38053	WOODLAWN BAPTIST ACADEMY ECE	Centers	BABS	11	19	1.7
38053	THE LITTLE UNIVERSITY CHILD DEVELOPMENT	Centers	HS	2	16	8.0
38053	WOODLAWN BAPTIST ACAD. - ESP	Centers	BABS	11	42	3.8
38063	LIGHTHOUSE CHRISTIAN ACADEMY B/A SCHOOL	Centers	SMCL	5	53	10.6
38088	KIDS LIFE ACADEMY	Centers	MA	10	46	4.6
38088	BRIGHT BEGINNINGS CHRISTIAN CHILDCARE	Centers	SMCL	21	81	3.9
38088	CENTER OF ATTENTION CHRISTIAN CCC,INC.	Centers	SMCL	23	89	3.9
38101	FUTURE LEADERS LEARNING CENTER	Centers	SMCL	8	60	7.5
38101	PENNY'S ROMPER ROOM	Centers	BABS	3	1	0.3
38103	THE ACADEMY CHILDCARE CENTER	Centers	MA	3	44	14.7
38103	THE LEARNING CENTER-1ST PRES CHURCH	Centers	Not Supplied	9	42	4.7
38103	SHELBY COUNTY HEAD START @ BRUNSWICK	Centers	BABS	27	160	5.9
38103	CALVARY PLACE,INC.	Centers	BABS	21	80	3.8
38103	LEBONHEUR EARLY INTERVENTION	Centers	BABS	26	42	1.6
38103	THE MARIA MONTESSORI SCHOOL	Centers	Not Supplied	4	44	11.0
38103	FOGELMAN YMCA A/S ENRICHMENT PROGRAM	Centers	HS	1	0	0.0
38103	FOREIGN LANGUAGE IMMERSION CCC	Centers	MA	17	79	4.6
38103	SHELBY CO. HEAD START @ SYCAMORE RD	Centers	Not Supplied	Not Supplied	0	N/A
38104	RED ROBIN'S ACADEMY OF LEARNING,INC	Centers	BABS	12	107	8.9
38104	ST. PETER CHILD CARE CENTER	Centers	AS	10	65	6.5
38104	MIDTOWN CHURCH OF CHRIST DCC	Centers	SMCL	17	91	5.4
38104	CHEERFIELD CHILD CARE CENTER	Centers	SMCL	2	2	1.0



**Table A-6 (Continued)**

<b>Zip Code</b>	<b>Provider Name</b>	<b>Provider Type</b>	<b>Center Director Education Level</b>	<b>Center Total Employees</b>	<b>Provider Total Reported Enroll.</b>	<b>Enroll/ Employee Ratio</b>
38104	CROSTOWN CHRISTIAN CHILD CARE CENTER	Centers	SMCL	5	28	5.6
38104	CENDRILLON MONTESSORI	Centers	BABS	5	48	9.6
38104	MISS MARY'S CHILD CARE	Centers	BABS	6	34	5.7
38104	1ST CLASS MONTESSORI SCHOOL - ESP	Centers	MA	7	44	6.3
38104	PEREA PRESCHOOL	Centers	BABS	23	128	5.6
38104	EVERGREEN MONTESSORI SCHOOL	Centers	BABS	8	49	6.1
38104	B.T.WASHINGTON CHILD CARE CENTER	Centers	MA	4	20	5.0
38104	THE JOHNNIE B. WATSON CHILD CARE CENTER	Centers	MA	10	73	7.3
38104	1ST CLASS MONTESSORI SCHOOL-PREK	Centers	MA	7	36	5.1
38104	MISSISSIPPI BLVD. CHRISTIAN ACAD-PREK	Centers	BABS	28	154	5.5
38104	PEABODY AVE. DC & LEARNING CTR	Centers	OTHR	11	61	5.5
38104	THE ACADEMY PERFORMING ARTS PRESCHOOL	Centers	MA	1	45	45.0
38104	GRACE ST. LUKE PRE-K ESP	Centers	SMCL	7	72	10.3
38104	MEMPHIS LEARNING ACADEMY	Centers	PHD	14	76	5.4
38104	IMMACULATE CONCEPTION ELEM SCHOOL	Centers	BABS	7	160	22.9
38104	IMMACULATE CONCEPTION PRESCHOOL	Centers	MA	6	42	7.0
38104	IDLEWILD PRESBYTERIAN KINDERGARTEN	Centers	MA	4	37	9.3
38104	IDLEWILD PRESBYTERIAN CHN'S CTR.	Centers	MA	22	220	10.0
38104	KIM'S KIDZ CHILD CARE CENTER	Centers	BABS	6	0	0.0
38104	GRACE ST. LUKE'S ESPISOPAL PRESCHOOL	Centers	Not Supplied	14	47	3.4
38104	DARRELL'S AROUND THE CLOCK LEARNING CENT	Centers	HS	11	60	5.5
38104	GRACE ST. LUKE ESP. SCHOOL - PREK	Centers	SMCL	13	118	9.1
38104	CHILD ENRICHMENT CENTER	Centers	SMCL	20	85	4.3
38104	IDLEWILD ELEMENTARY SCHOOL-ESP	Centers	MA	5	210	42.0
38104	JACK IN THE BOX DC, INC	Centers	HS	8	54	6.8
38104	PEABODY ELEM-B/A SCHOOL PROGRAM	Centers	MA	2	90	45.0
38104	COOPER COTTAGE SCHOOL	Centers	OTHR	7	41	5.9
38104	MISSISSIPPI BLVD. CHRISTIAN ACAD-BAS	Centers	BABS	7	110	15.7
38104	EARLY CHILDHOOD EDUCATION CENTER/SWTCC	Centers	MA	23	58	2.5
38104	GRACE ST. LUKE ESP SCH - ESP	Centers	SMCL	13	108	8.3

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/ Employee Ratio
38105	HARWOOD CENTER, INC.	Centers	MA	20	58	2.9
38105	U.OF TN.CHILD CARE PROGRAM	Centers	MA	20	44	2.2
38105	MEMPHIS ORAL SCHOOL FOR THE DEAF SACC	Centers	PHD	15	28	1.9
38105	THE S/A HARDIN PRENTISS CC & LRNG CTR	Centers	BABS	7	28	4.0
38105	NEW HORIZON CHILDREN'S ACADEMY	Centers	GED	9	56	6.2
38105	FAIRVIEW JR HIGH SCH ESP	Centers	MA	3	200	66.7
38105	CARNES ELEMENTARY SCHOOL	Centers	Not Supplied	Not Supplied	29	N/A
38105	MEMPHIS ORAL SCHOOL FOR THE DEAF PRESCHL	Centers	PHD	15	20	1.3
38105	LOVE AND HAPPINESS DAY CARE CTR	Centers	HS	10	77	7.7
38105	JESSIE MAHAN CENTER,INC.	Centers	MA	12	56	4.7
38105	BLUFF CITY ACADEMY	Centers	MA	8	31	3.9
38106	THE LITTLE DISCIPLES LEARNING CTR	Centers	Not Supplied	Not Supplied	17	N/A
38106	ADT CHILD DEVELOPMENT ACADEMY	Centers	AS	14	72	5.1
38106	MCCORMACK SURPRISE DAY SCHOOL	Centers	MA	6	44	7.3
38106	LONGVIEW MIDDLE/ESP/TITLE 1	Centers	MA	3	200	66.7
38106	CUMMINGS ELEM. - EARLY CHILD. GRANT	Centers	MA	6	20	3.3
38106	DUNN AVE. EARLY CHILDHOOD GR. PRESCHOOL	Centers	MA	6	0	0.0
38106	HARRIS MEMORIAL CME CHURCH DC/LC	Centers	Not Supplied	1	58	58.0
38106	BETHEL OUTREACH CHILD CARE CENTER	Centers	SMCL	11	82	7.5
38106	FREEDOM CHILD CARE LEARNING CENTER	Centers	HS	8	42	5.3
38106	HOLINESS CHILD ENRICHMENT CENTER	Centers	HS	4	26	6.5
38106	ALICE AVENUE TINY TOTS CHILD CARE	Centers	HS	7	43	6.1
38106	SOUTH PARKWAY EAST/KIDDIE LEARNING CTR	Centers	BABS	18	162	9.0
38106	CHILDREN'S CASTLE CHILD CARE CENTER	Centers	BABS	8	71	8.9
38106	LE-SUEUR'S LEARNING CENTER	Centers	BABS	13	60	4.6
38106	BUILDING BRIGHTER FUTURES LRNG CTR II	Centers	SMCL	10	0	0.0
38106	BUILDING BRIGHTER FUTURES LEARNING CENTR	Centers	SMCL	6	36	6.0
38106	LE-SUEUR'S LEARNING CENTER#2	Centers	BABS	16	127	7.9
38106	SOUTHSIDE COC DAY CARE CTR.	Centers	OTHR	13	124	9.5
38106	LI'L ANGELS ON THE PARKWAY	Centers	Not Supplied	1	37	37.0
38106	ERNESTINE RIVERS DAY CARE CENTER	Centers	BABS	14	70	5.0

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/Employee Ratio
38106	BLUEBIRD LEARNING CENTER	Centers	BABS	11	52	4.7
38106	LITTLE GIFTS AND BLESSINGS LRNG CTR	Centers	SMCL	3	19	6.3
38106	ST. JUDE DAY CARE CTR.	Centers	HS	15	93	6.2
38106	ST. AUGUSTINE SCHOOL - PREK	Centers	MA	2	32	16.0
38106	HAMILTON HIGH CAREER TECH CENTER	Centers	BABS	6	20	3.3
38106	KANSAS CAREER TECH CENTER	Centers	BABS	6	20	3.3
38106	ST. AUGUSTINE SCHOOL - ESP	Centers	MA	1	43	43.0
38106	LE-SUEUR'S MULTI-PURPOSE LEARNING CTR	Centers	BABS	15	41	2.7
38106	WREN'S CHILD CARE CENTER	Centers	AS	4	21	5.3
38106	CREATIVE LIFE INCORPORATED	Centers	PHD	5	333	66.6
38106	TRINITY LITTLE WORLD DCC	Centers	Not Supplied	7	38	5.4
38106	LITTLE HOUSE ENRICHMENT CENTER	Centers	BABS	5	12	2.4
38106	EAST TRIGG LEARNING ACADEMY	Centers	SMCL	8	36	4.5
38106	SHELBY CO HEAD START @ GASTON	Centers	Not Supplied	16	84	5.3
38107	COMMUNITY PROJECT DAY CARE CENTER	Centers	SMCL	25	78	3.1
38107	O.F.L.C. OF MEMPHIS @ NEW CHICAGO	Centers	SMCL	13	123	9.5
38107	NORTHSIDE HIGH SCHOOL INFANT CENTER	Centers	MA	9	18	2.0
38107	NORTHSIDE HIGH EARLY CHILDHOOD CENTER	Centers	MA	8	20	2.5
38107	HOLY NAMES CATHOLIC SCHOOL	Centers	SMCL	3	5	1.7
38107	NEW CHICAGO CHILD CARE, INC.	Centers	SMCL	Not Supplied	123	N/A
38107	THE NOAH'S ARK CHRISTIAN LEARNING CTN	Centers	OTHR	14	90	6.4
38107	LITTLE FLOWER PRIMARY - ESP	Centers	MA	2	20	10.0
38107	LITTLE FLOWER PRIMARY - PREK	Centers	MA	3	18	6.0
38107	NEW CHICAGO CHILD CARE INC DBA OFLC	Centers	OTHR	11	115	10.5
38107	EVERGREEN PRESBYTERIAN PLAYSCHOOL	Centers	SMCL	9	107	11.9
38107	HUME JUNIOR HIGH - ESP	Centers	HS	3	80	26.7
38107	MANASSAS MIDDLE SCHOOL - ESP	Centers	MA	4	200	50.0
38107	PORTER LEATH CHILDREN'S EARLY HEAD START	Centers	BABS	26	39	1.5
38107	KIDS SCHOOL, INC.	Centers	SMCL	20	93	4.7
38107	ADVANCED LEARNING ACADEMY, INC.	Centers	SMCL	12	85	7.1
38107	O.F.L.C. OF MEMPHIS @ CHELSEA	Centers	OTHR	11	116	10.5
38107	DARRELL'S AROUND THE CLOCK LEARNING CENR	Centers	HS	11	60	5.5

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/Employee Ratio
38107	SHELBY CO. HEAD START @ BICKFORD	Centers	BABS	16	80	5.0
38107	EVERGREEN PRESBYTERIAN AS	Centers	BABS	5	99	19.8
38107	EVERGREEN PRESBYTERIAN EC PLAYSCHOOL	Centers	SMCL	7	33	4.7
38107	MCLEAN BAPTIST PRESCHOOL	Centers	Not Supplied	8	56	7.0
38107	AROUND THE CLOCK LEARNING CTR 2	Centers	Not Supplied	Not Supplied	0	N/A
38107	O.F.L.C OF MEMPHIS C @ THOMAS	Centers	BABS	6	66	11.0
38107	JUST FOR LITTLE PEOPLE LEARNING CTR	Centers	Not Supplied	4	0	0.0
38107	CAROL'S DREAM ACADEMY	Centers	AS	6	0	0.0
38107	FIRST TABERNACLE MINISTRIES CCC	Centers	HS	4	16	4.0
38107	VOLLINTINE INFANT CARE CTR.@BREEDLOVE	Centers	Not Supplied	6	20	3.3
38107	CHILDREN'S PALACE @ THOMAS STREET	Centers	Not Supplied	16	84	5.3
38107	LITTLE ANGELS DAY CARE CENTER	Centers	BABS	3	25	8.3
38107	HUMES MIDDLE SCHOOL/ESP/TITLE 1	Centers	MA	4	0	0.0
38107	NORTHSIDE - EARLY CHILDHOOD GRANT	Centers	MA	6	20	3.3
38107	CHILDREN'S PALACE LEARNING CENTER	Centers	SMCL	11	79	7.2
38107	HERITAGE ENRICHMENT CENTER	Centers	MA	10	121	12.1
38107	VOLLINTINE DAY CARE CTR.@ VOLLINTINE	Centers	SMCL	14	77	5.5
38107	AROUND THE CLOCK LEARNING CTR	Centers	Not Supplied	18	119	6.6
38108	UNIVERSITY PREP SCHOOL	Centers	BABS	11	84	7.6
38108	THRIFTHAVEN BAPTIST EARLY CHILDHOOD	Centers	BABS	10	20	2.0
38108	THRIFTHAVEN BAPTIST PRESCHOOL	Centers	BABS	10	53	5.3
38108	GREATER UNITED CHRISTIAN LEARNING CENTER	Centers	CERT	5	28	5.6
38108	BRIGHTER RAINBOW LEARNING CENTER	Centers	BABS	6	45	7.5
38108	TOY'S RAINBOW LEARNING CENTER	Centers	SMCL	4	47	11.8
38108	THRIFTHAVEN BAPTIST ESP	Centers	BABS	10	50	5.0
38108	SUPER KIDS CHILD CARE CENTER	Centers	HS	11	70	6.4
38108	DOUGLASS ELEMENTARY-EARLY CHILDHOOD	Centers	Not Supplied	2	20	10.0
38108	CYPRESS JUNIOR HIGH SCH/ESP/TITLE 1	Centers	MA	3	200	66.7
38108	PORTER LEATH CHN'S CTR AMERICAN WAY H/S	Centers	BABS	50	0	0.0
38108	DOUGLASS HEAD START	Centers	BABS	36	160	4.4

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/ Employee Ratio
38108	NEW MACEDONIA LEARNING CENTER @CARPENTER	Centers	HS	11	59	5.4
38108	CHRISTIAN CHAPEL LEARNING CENTER	Centers	HS	11	7	0.6
38108	GOLDEN LEAF DAY CARE CENTER	Centers	SMCL	22	83	3.8
38108	HOMELAND CHILD CARE	Centers	Not Supplied	5	0	0.0
38108	CORO LAKE ELEM. - PREK - TITLE 1	Centers	MA	2	20	10.0
38109	I HAVE A DREAM CCC	Centers	SMCL	3	9	3.0
38109	LITTLE WONDERS OF THE WORLD,INC	Centers	SMCL	6	0	0.0
38109	RIVERVIEW KANSAS/MYRA DREIFUS DAY SCH	Centers	BABS	40	302	7.6
38109	MT. ZION CHILD ENRICHMENT CENTER	Centers	BABS	15	68	4.5
38109	KINGS & QUEENS CCC II	Centers	BABS	4	80	20.0
38109	RIVERVIEW ACCELERATED ELEM - ESP	Centers	MA	3	100	33.3
38109	CHRIST COMMUNION CHILD CARE CTR	Centers	BABS	5	26	5.2
38109	LITTLE HOUSE ENRICHMENT CENTER	Centers	BABS	10	51	5.1
38109	MACEDONIA LEARNING CENTER	Centers	BABS	13	56	4.3
38109	KINDER CAPER LEARNING CENTER	Centers	AS	15	136	9.1
38109	GRANNY'S LEARNING CENTER	Centers	HS	6	25	4.2
38109	LIGHTHOUSE CHURCH CHILD CARE	Centers	SMCL	13	66	5.1
38109	WEE WISDOM LEARNING&ENRICHMENT D.C.C.	Centers	MA	3	33	11.0
38109	HORN LAKE ROAD DAY CARE CENTER	Centers	SMCL	12	112	9.3
38109	BLOOMING SCHOLARS CC & LEARNING CTR	Centers	MA	46	212	4.6
38109	GREATER SOUTHSIDE DAY CARE CTR	Centers	HS	3	0	0.0
38109	A C JACKSON DAY CARE CENTER	Centers	HS	12	99	8.3
38109	ANGELS CHILDREN ACHIEVEMENT CENTER	Centers	BABS	8	0	0.0
38109	SHELBY CO.HEADSTART @RIVERVIEW	Centers	BABS	8	40	5.0
38109	UNION BAPTIST CHURCH CHILD CARE	Centers	SMCL	9	31	3.4
38109	S.& B. PRESCHOOL & B/A SCHOOL CARE	Centers	SMCL	3	0	0.0
38109	FIRST BAPTIST QUALITY CHILD CARE CTR.	Centers	PHD	6	25	4.2
38109	ST. JOSEPH SCHOOL - ESP	Centers	MA	3	30	10.0
38109	LUTHERAN LEARNING DAY CARE CENTER	Centers	Not Supplied	6	9	1.5
38109	WILSON CHAPEL LEARNING CENTER	Centers	BABS	12	48	4.0
38109	KINGS & QUEENS DCC	Centers	BABS	10	73	7.3
38109	CHISM CHILD CARE CENTER	Centers	BABS	3	57	19.0

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/Employee Ratio
38109	CARE ACADEMY	Centers	Not Supplied	Not Supplied	0	N/A
38109	FUTURE WORLD LEARNING CENTER	Centers	SMCL	4	20	5.0
38109	HOLY TRINITY ENRICHMENT CENTER	Centers	HS	11	140	12.7
38109	GCDC CHILDCARE CENTER,INC.	Centers	HS	11	34	3.1
38109	CAMPBELL'S LEARNING ACADEMY	Centers	BABS	14	101	7.2
38109	GCDC CHILDCARE CENTER INC	Centers	HS	16	98	6.1
38109	ST. JOSEPH SCHOOL - PREK	Centers	MA	3	40	13.3
38109	THE NEIGHBORHOOD LITTLE ANGELS CCC	Centers	SMCL	3	9	3.0
38109	MT. VERNON CHRISTIAN ACADEMY	Centers	BABS	15	71	4.7
38109	WALKER ELEM./ESP/TITLE 1	Centers	BABS	5	200	40.0
38109	WHITE'S CHAPEL ELEM - ESP	Centers	MA	2	180	90.0
38109	SOUTHWEST CAREER TECH CENTER	Centers	BABS	6	20	3.3
38109	SHELBY CO HEAD START @ RIVERVIEW ELEM.	Centers	Not Supplied	Not Supplied	0	N/A
38109	LEVI EXTENDED LEARNING PROG/ESP/TITLE 1	Centers	Not Supplied	Not Supplied	300	N/A
38109	MEMPHIS PARK COMMISSION @J. P. FREEMAN	Centers	SMCL	13	259	19.9
38109	SHELBY CO. HEAD START @ MITCHELL	Centers	BABS	31	160	5.2
38109	SHELBY CO. HEADSTART @ RIVERVIEW	Centers	Not Supplied	Not Supplied	0	N/A
38109	CHILDREN'S CASTLE CCC # 2	Centers	BABS	3	4	1.3
38109	LAKEVIEW ELEM/ESP/TITLE 1	Centers	HS	3	80	26.7
38109	DIVISION OF PARK SERVICES @ CARNES	Centers	HS	2	15	7.5
38109	MEMPHIS PARK COMMISSION @ FAIRVIEW	Centers	MA	1	9	9.0
38109	GEETER MIDDLE/ESP/TITLE 1	Centers	MA	4	178	44.5
38109	RIVERVIEW MIDDLE SCH/ESP/TITLE 1	Centers	MA	2	80	40.0
38109	DIVISION OF PARK SERVICES @ TREADWELL	Centers	BABS	2	25	12.5
38109	CREATIVE MINDS LEARNING ACADEMY	Centers	BABS	15	86	5.7
38109	CARVER HIGH SCHOOL/ESP/TITLE 1	Centers	MA	3	80	26.7
38109	WINCHESTER ELEMENTARY -	Centers	HS	2	20	10.0
38111	WORD OF FAITH ACADEMY AFTER SCHOOL - ESP	Centers	AS	20	172	8.6
38111	WORD OF FAITH CHRISTIAN ACAD./CHILD CARE	Centers	AS	20	322	16.1
38111	PRESBYTERIAN DAY SCHOOL - ESP	Centers	BABS	4	60	15.0
38111	UNIVERSITY CHURCHES DAY CARE CENTER	Centers	BABS	14	67	4.8

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/Employee Ratio
38111	CREATIVE CHRISTIAN LEARNING CENTER	Centers	HS	5	57	11.4
38111	GETWELL LEARNING CENTER	Centers	HS	7	60	8.6
38111	STAR BRIGHT CHILD CARE CENTER	Centers	OTHR	7	35	5.0
38111	OLD SALEM LEARNING CENTER	Centers	SMCL	6	43	7.2
38111	DUKE AND DUCHESS DAY CARE	Centers	HS	11	47	4.3
38111	ABC CHILD CARE CENTER	Centers	HS	5	34	6.8
38111	NAM-BC CHILD CARE LEARNING CENTER	Centers	SMCL	22	110	5.0
38111	PRESBYTERIAN DAY PRESCHOOL	Centers	BABS	2	40	20.0
38111	THE MIRIAM CHILD DEVELOPMENT CENTER	Centers	HS	11	69	6.3
38111	THE CHILDREN'S COTTAGE	Centers	BABS	17	117	6.9
38111	HIGHLAND STREET CHURCH OF CHRIST PRES	Centers	BABS	12	74	6.2
38111	ST. GEORGE'S DAY SCHOOL - ESP	Centers	MA	2	20	10.0
38111	THRESHOLD MONTESSORI SCHOOL	Centers	BABS	8	49	6.1
38111	COMMUNITY CC & REFFERRAL SERVICE	Centers	AS	7	49	7.0
38111	SUZANNA WESLEY CHILD DEV.CENTER	Centers	SMCL	25	115	4.6
38111	LITTLE COLLEGE OF KNOWLEDGE DC & LRNG	Centers	BABS	3	16	5.3
38111	ST. GEORGE DAY SCHOOL - PREK	Centers	MA	2	20	10.0
38111	ST. GEORGE'S DAY SCHOOL, JR & SR KINDERG	Centers	MA	2	20	10.0
38111	BUNTYN PRESCHOOL	Centers	BABS	7	99	14.1
38111	ELLISTON BAPTIST ACAD. - ESP	Centers	BABS	3	100	33.3
38111	ST. LUKE'S UMC CHALLENGERS PROGRAM	Centers	BABS	9	94	10.4
38111	ST. ANNE PRESCHOOL	Centers	MA	3	32	10.7
38111	ST. ANNE BEFORE & AFTER SCHOOL CARE	Centers	MA	4	157	39.3
38111	ELLISTON BAPTIST EARLY CHILDHOOD	Centers	BABS	4	8	2.0
38111	WEE CARE CHILD CARE	Centers	BABS	13	108	8.3
38111	ELLISTON BAPTIST ACADEMY PRESCHOOL	Centers	BABS	6	40	6.7
38111	KIDS 21ST CENTURY LEARNING ACADEMY	Centers	HS	3	14	4.7
38111	ABC CHILD CARE CENTER	Centers	Not Supplied	Not Supplied	0	N/A
38111	ST. LUKE'S DAY SCHOOL	Centers	BABS	16	96	6.0
38111	ST. ANNE PRESCHOOL	Centers	MA	4	57	14.3
38111	SUNRISE OF SHERWOOD COMMUNITY SERVICES	Centers	MA	8	48	6.0
38111	ALL ABOUT KIDS LEARNING CENTER	Centers	MA	7	31	4.4

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/Employee Ratio
38111	EAST CAREER TECH CENTER	Centers	BABS	6	20	3.3
38111	DAY AND NIGHT CHILD CARE CENTER	Centers	MA	8	64	8.0
38112	RALEIGH EGYPT MIDDLE	Centers	PHD	4	200	50.0
38112	HOLLYWOOD ELEM SCH/ESP	Centers	MA	4	200	50.0
38112	COLONIAL MIDDLE	Centers	MA	Not Supplied	130	N/A
38112	LUCY B. CAMPBELL EARLY CHILDHOOD	Centers	Not Supplied	2	20	10.0
38112	LINCOLN ELEM. ESP	Centers	AS	4	100	25.0
38112	TEENIE TYMES CHILD CARE CENTER	Centers	SMCL	4	52	13.0
38112	SPRING HILL ELEMENTARY	Centers	MA	6	220	36.7
38112	LAROSE ELEMENTARY	Centers	MA	Not Supplied	110	N/A
38112	DIVISION OF PARK SERVICES @ CHEROKEE	Centers	Not Supplied	2	35	17.5
38112	SCENIC HILLS ELE/ESP/TITLE 1	Centers	MA	4	100	25.0
38112	CUMMINGS ELEM. ESP	Centers	MA	5	100	20.0
38112	WHITE STATION ELEM - ESP	Centers	MA	6	200	33.3
38112	CRUMP ELEM. ESP	Centers	MA	8	210	26.3
38112	SNOWDEN SCHOOL - ESP	Centers	MA	5	201	40.2
38112	LYDIA'S CHILD ENRICHMENT CENTER	Centers	MA	15	84	5.6
38112	GUTHRIE TITLE I CLASSROOM 3	Centers	MA	3	20	6.7
38112	DIAMOND ACADEMY (KIPD)	Centers	MA	3	70	23.3
38112	SHEFFIELD SCH-ESP	Centers	MA	4	220	55.0
38112	LYDIA'S CHILD ENRICHMENT CTR/INFANT	Centers	MA	3	5	1.7
38112	LAUDERDALE ELEM/ESP	Centers	MA	4	200	50.0
38112	SHARPE ELEM-ESP	Centers	MA	3	90	30.0
38112	DOWNTOWN SCHOOL EARLY CHILDHOOD	Centers	Not Supplied	2	20	10.0
38112	STAFFORD ELEMENTARY TITLE I	Centers	MA	4	20	5.0
38112	RICHLAND ELEM-ESP PROGRAM	Centers	MA	3	190	63.3
38112	LEVI ELEMENTARY EARLY CHILDHOOD	Centers	Not Supplied	2	20	10.0
38112	MANOR LAKE ELEM ESP	Centers	MA	3	90	30.0
38112	CHEROKEE ELEMENTARY	Centers	MA	Not Supplied	140	N/A
38112	W. ALONZO LOCKE ELEM./ESP/	Centers	MA	4	80	20.0
38112	LESTER ACCELERATED SCH/ESP	Centers	MA	4	100	25.0
38112	RALEIGH-BARTLETT MEADOWS SCH - ESP	Centers	PHD	4	100	25.0
38112	BROOKMEADE ELEMENTARY - ESP	Centers	PHD	3	100	33.3
38112	WELLS STATION ELEM./ESP	Centers	MA	3	100	33.3



**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/Employee Ratio
38112	A.B. HILL ELEM. ESP	Centers	BABS	4	120	30.0
38112	OAK FOREST ELEMENTARY	Centers	MA	6	120	20.0
38112	GETWELL ELEMENTARY - ESP	Centers	MA	3	90	30.0
38112	ROBERT CHURCH ELEM. - ESP	Centers	MA	3	95	31.7
38112	WINCHESTER ELEM. - ESP	Centers	MA	4	100	25.0
38112	LINDENWOOD CHRISTIAN C.C./A.S.PROGRAM	Centers	BABS	53	295	5.6
38112	SEA ISLE ELEMENTARY	Centers	MA	5	200	40.0
38112	AMERICAN WAY MIDDLE	Centers	SMCL	5	200	40.0
38112	GRAVES ELEM SCH - ESP	Centers	MA	3	110	36.7
38112	HICKORY RIDGE ELEMENTARY - ESP	Centers	MA	3	200	66.7
38112	DUNN ELEMENTARY-ESP	Centers	MA	3	220	73.3
38112	WINRIDGE ELEMENTARY - ESP	Centers	MA	3	95	31.7
38112	FOX MEADOWS ELEMENTARY - ESP	Centers	MA	3	200	66.7
38112	STAFFORD ELEMENTARY - ESP	Centers	MA	5	90	18.0
38112	GERMANSHIRE ELEM. - ESP	Centers	MA	4	200	50.0
38112	BETHEL GROVE ELEMENTARY - ESP	Centers	MA	4	100	25.0
38112	TRINITY PRESCHOOL	Centers	MA	4	26	6.5
38112	COLEMAN ELEM. SCHOOL-ESP	Centers	MA	6	230	38.3
38112	DIVISION OF PARK SERVICES @CORDOVA	Centers	Not Supplied	8	35	4.4
38112	KINGSBURY ELEM. ESP	Centers	MA	3	100	33.3
38112	DOWNTOWN ELEMENTARY	Centers	SMCL	6	0	0.0
38112	LUCIE CAMPBELL ELEMENTARY	Centers	SMCL	5	200	40.0
38112	DENVER ELEMENTARY	Centers	SMCL	6	220	36.7
38112	LAKEVIEW ELEMENTARY TITLE I	Centers	MA	3	20	6.7
38112	KINGSBURY CAREER TECH CENTER	Centers	BABS	6	20	3.3
38112	HAMILTON ELEM./ESP	Centers	MA	3	90	30.0
38112	CORNING ELEMENTARY	Centers	MA	6	200	33.3
38112	TREADWELL ELEMENTARY	Centers	MA	Not Supplied	130	N/A
38112	CHARJEAN ELEM. ESP	Centers	BABS	3	200	66.7
38112	BROWNSVILLE ROAD ELEMENTARY - ESP	Centers	MA	6	200	33.3
38112	CHILDREN'S PALACE LRNG ACADEMY	Centers	Not Supplied	10	50	5.0
38112	SPRINGDALE ELEMENTARY	Centers	MA	6	220	36.7
38112	THE CHILDREN'S CHRISTIAN CENTER	Centers	BABS	19	97	5.1
38112	WHITEHAVEN ELEMENTARY	Centers	HS	4	150	37.5

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/ Employee Ratio
38112	MEMPHIS PARK COMMISSION@ HAVENVIEW	Centers	HS	2	22	11.0
38112	DIVISION OF PARK SERVICES @ CRAIGMONT	Centers	HS	2	20	10.0
38112	DIVISION OF PARK SERVICES @ FAIRLEY	Centers	Not Supplied	2	35	17.5
38112	BERCLAIR ELEM./ESP	Centers	MA	5	90	18.0
38112	WESTWOOD ELEM. - EARLY CHILD - TITLE 1	Centers	MA	2	20	10.0
38112	AMOR CHILD CARE	Centers	HS	1	0	0.0
38112	DOUGLASS ELEM.-TITLE I-CLASSROOM I	Centers	MA	3	20	6.7
38112	SSB LEARNING ACADEMY	Centers	Not Supplied	Not Supplied	7	N/A
38112	DOUBLE TREE ELEMENTARY-SACC	Centers	MA	5	94	18.8
38112	GEORGIAN HILLS/ESP	Centers	MA	4	100	25.0
38112	WHITNEY ELEMENTARY	Centers	MA	3	100	33.3
38112	FORD ROAD ELEM. - PREK - TITLE 1	Centers	MA	3	20	6.7
38112	HANLEY ELEM. - PREK - TITLE 1	Centers	MA	2	20	10.0
38112	ROSS ELEM - ESP	Centers	MA	8	100	12.5
38112	MAGNOLIA ELEMENTARY TITLE I	Centers	MA	3	20	6.7
38112	FLORIDA-KANSAS ELEM. - PREK - TITLE 1	Centers	MA	2	20	10.0
38112	EGYPT ELEM. - TITLE I	Centers	MA	2	20	10.0
38112	WESTWOOD ELEM.-ESP	Centers	MA	4	110	27.5
38112	GEORGIA AVE. ELEM. TITLE I-CLASSROOM II	Centers	MA	6	60	10.0
38112	KREATIVE KIDS LEARNING CENTER	Centers	SMCL	10	82	8.2
38112	FIRST STAR LEARNING ACADEMY	Centers	Not Supplied	Not Supplied	0	N/A
38112	ALCY ELEM SCH./ESP	Centers	HS	4	110	27.5
38112	A.B. HILL TITLE I	Centers	MA	2	20	10.0
38112	KLONDIKE EARLY CHILDHOOD - TITLE 1	Centers	MA	4	40	10.0
38112	DE-LA-SALLE ELEM - ESP	Centers	BABS	2	30	15.0
38112	KINGSBURY ELEM.-EARLY CHILD.-TITLE 1	Centers	MA	2	20	10.0
38112	LESTER ELEM. - EARLY CHILDHOOD - TITLE I	Centers	MA	2	20	10.0
38112	LITTLE HERITAGE ENRICHMENT CTR	Centers	MA	7	36	5.1
38112	CALDWELL ELEM SCHOOL-ESP	Centers	PHD	4	110	27.5
38112	LAUDERDALE EARLY CHILDHOOD - TITLE 1	Centers	MA	2	20	10.0
38112	KLONDIKE ELEM-ESP	Centers	MA	4	90	22.5
38112	WINCHESTER ELEM. - EARLY CHILD.-TITLE 1	Centers	MA	2	20	10.0
38112	WESTHAVEN ELEM. - EARLY CHILD. - TITLE 1	Centers	MA	2	20	10.0
38112	SHANNON ELE-ESP	Centers	SMCL	4	110	27.5

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/ Employee Ratio
38112	B.T. WASHINGTON SCHOOL AGE CHILD CARE	Centers	MA	4	12	3.0
38112	WESTHAVEN ELE-ESP	Centers	MA	3	90	30.0
38112	LOCKE ELEMENTARY TITLE I	Centers	MA	2	20	10.0
38112	FLORIDA-KANSAS ELEM. TITLE I	Centers	MA	3	20	6.7
38112	RIVERVIEW ELEMENTARY TITLE I	Centers	MA	2	20	10.0
38112	WALKER ELEM. - EARLY CHILD. - TITLE I	Centers	MA	2	20	10.0
38112	EGYPT ELEM. ESP	Centers	MA	3	100	33.3
38112	LINCOLN ELEM. - EARLY CHILD. - TITLE I	Centers	MA	2	20	10.0
38112	EVANS SCHOOL-ESP	Centers	MA	5	110	22.0
38112	NEWBERRY ELEMENTARY SCHOOL-ESP	Centers	AS	4	120	30.0
38112	OAKHAVEN ELEM/ESP	Centers	MA	5	90	18.0
38112	ALTON ELEMENTARY-ESP	Centers	SMCL	6	110	18.3
38112	FLORIDA ELEMENTARY SCHOOL	Centers	Not Supplied	Not Supplied	0	N/A
38112	COLEMAN ROAD PREK - TITLE I	Centers	MA	4	20	5.0
38112	CUMMINGS ELEM. - PRE-K - TITLE I	Centers	MA	2	20	10.0
38112	GUTHRIE ELEM-PREK-TITLE I-CLASSROOM I	Centers	MA	4	40	10.0
38112	HAWKINS MILL ELEM. - PREK - TITLE I	Centers	MA	2	20	10.0
38112	SHELBY OAKS ELEM SCH - ESP	Centers	PHD	11	200	18.2
38112	GEORGIA AVE. ELEM. TITLE I-CLASSROOM III	Centers	MA	3	20	6.7
38112	GEORGIA AVE. ELEM. TITLE I - CLASSROOM I	Centers	MA	3	20	6.7
38112	DOUGLASS ELEM.- ESP	Centers	SMCL	3	100	33.3
38112	OAKSHIRE ELEM AFTER SCH CARE	Centers	MA	4	95	23.8
38112	KNIGHT ROAD ELEMENTARY -ESP	Centers	MA	3	90	30.0
38112	RAINESHAVEN ACCELERATED SCH-ESP	Centers	MA	3	90	30.0
38112	GARDENVIEW ELEM SCH - ESP	Centers	MA	4	90	22.5
38112	DOUGLASS ELEM.-TITLE I-CLASSROOM II	Centers	MA	4	40	10.0
38114	GREATER NEW SHILOH CCC	Centers	HS	11	37	3.4
38114	AGAPE LEARNING CENTER	Centers	MA	8	36	4.5
38114	KIM'S KIDDIE COTTAGE	Centers	BABS	14	62	4.4
38114	MAGNOLIA ELEMENTARY SCHOOL	Centers	Not Supplied	Not Supplied	30	N/A
38114	VILLAGE CHILD CARE CENTER	Centers	BABS	1	47	47.0
38114	JABRIL WORLD INSTITUTE	Centers	AS	4	22	5.5
38114	EARLY CHILDHOOD ENRICHMENT CENTER	Centers	Not Supplied	18	147	8.2

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/ Employee Ratio
38114	SHELBY CO HEAD START @ CULTURAL CONNECT	Centers	HS	18	112	6.2
38114	NORA'S LITTLE NOOKS #2 CCC	Centers	HS	6	26	4.3
38114	ST.LUKE LEARNING CENTER	Centers	HS	11	52	4.7
38114	BETHEL GROVE EARLY CHILDHOOD	Centers	Not Supplied	Not Supplied	26	N/A
38114	MESSICK ADULT- EARLY CHILD. GRANT	Centers	MA	6	20	3.3
38114	JOSHUA'S LEARNING TREE,INC	Centers	SMCL	6	28	4.7
38114	ST. JOHN M.B.CHURCH	Centers	BABS	6	54	9.0
38114	ROCK-A-BYE BABY INFN & P/S LRNG CTR	Centers	MA	7	45	6.4
38114	SUPREME LEARNING CENTER	Centers	BABS	9	36	4.0
38114	AIRWAYS MIDDLE SCHOOL/ESP/TITLE 1	Centers	PHD	4	200	50.0
38114	LOVE TEMPLE CHILD ENRICHMENT CTR	Centers	AS	9	45	5.0
38114	MAGIC KINGDOM DAY CARE CTR	Centers	BABS	5	53	10.6
38114	AIRWAYS DAY CARE CENTER	Centers	HS	8	38	4.8
38114	ST JOHN'S CATHOLIC SCHOOL	Centers	MA	4	126	31.5
38114	NAT BURING ORANGE MOUND LEARNING CTR.	Centers	MA	26	158	6.1
38114	JOYFUL LEARNING DAYCARE CENTER	Centers	SMCL	3	13	4.3
38114	NEW HOPE DAY CARE CENTER	Centers	HS	5	26	5.2
38114	SHELBY CO. HEAD START @ HILLVIEW	Centers	BABS	16	80	5.0
38114	MERRYLAND CHILD CARE & DEV CENTER	Centers	AS	18	110	6.1
38114	MT. PISGAH C.M.E. CHURCH CHLD CARE CTR.	Centers	BABS	16	84	5.3
38114	MEMPHIS CHILDREN'S ENRICHMENT CENTER II	Centers	HS	10	64	6.4
38114	TEMPLE OF CHRIST CCC	Centers	Not Supplied	Not Supplied	0	N/A
38114	ST. MATTHEW CHILDREN'S LRNG. CTR.	Centers	MA	11	106	9.6
38114	SOUTHERN AVE. CHILDREN'S CARE & DEV.	Centers	MA	15	121	8.1
38114	OTHER MOTHER CHILD CARE CENTER	Centers	OTHR	8	14	1.8
38114	B.B.'S CHILD CARE CENTER	Centers	BABS	5	26	5.2
38114	ST. JOHN'S CATHOLIC PRE-SCHOOL	Centers	MA	6	33	5.5
38114	BETHEL GROVE EARLY CHILDHOOD GRANT PRESC	Centers	MA	6	7	1.2
38114	A NEW BEGINNING CHILD CARE CENTER	Centers	AS	9	53	5.9
38114	THE CULTURAL CONNECTION	Centers	HS	2	6	3.0
38114	KERA'S WORLD OF KNOWLEDGE LRNG CTR	Centers	MA	3	0	0.0

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/Employee Ratio
38114	JUST US KID'S DAY CARE & LEARNING CTR	Centers	HS	6	48	8.0
38114	MEMPHIS CHILDREN'S ENRICHMENT CENTER	Centers	AS	9	24	2.7
38114	KIDDIE KOLLEGE CHILD CARE CENTER,INC.	Centers	BABS	8	0	0.0
38115	A DIFFERENT WORLD CHRISTIAN CCC	Centers	SMCL	6	28	4.7
38115	DISCOVERY LEARNING CENTER	Centers	SMCL	11	80	7.3
38115	BUILDING BLOCKS CDC,INC	Centers	BABS	10	53	5.3
38115	GRACE LEARNING CENTER	Centers	SMCL	7	43	6.1
38115	KIDS FIRST ENRICHMENT CENTER	Centers	Not Supplied	Not Supplied	0	N/A
38115	COTTON TAIL CHRISTIAN ACAD.@RIDGE MEADOW	Centers	SMCL	15	79	5.3
38115	COTTON TAIL CHRISTIAN ACADEMY PRE-SCHOOL	Centers	SMCL	15	51	3.4
38115	CRAWFORD'S ENRICHMENT CENTER	Centers	HS	9	52	5.8
38115	PRIME TIME DAY CARE & ENRICH. CTR	Centers	SMCL	14	97	6.9
38115	CRESTVIEW DAYCARE/PRESCHOOL	Centers	HS	4	39	9.8
38115	CHILDREN OF DESTINY PREPARATORY CENTER	Centers	AS	23	130	5.7
38115	LITTLE SCHOLARS LEARNING CENTER	Centers	BABS	23	198	8.6
38115	CHILDREN'S WORLD @ EAST RAINES RD	Centers	SMCL	21	164	7.8
38115	CHILDREN'S WORLD @ MT. MORIAH A/S	Centers	SMCL	18	200	11.1
38115	LA PETITE ACADEMY @ HICKORY HILL	Centers	SMCL	21	136	6.5
38115	KINDER CARE @ RIDGEWAY RD	Centers	SMCL	12	66	5.5
38115	CARING HEARTS DAY CARE CENTER	Centers	MA	7	27	3.9
38115	S& W CHILD CARE CTR,INC	Centers	HS	8	53	6.6
38115	CHILDREN'S WORLD @ KNIGHT ARNOLD	Centers	MA	19	131	6.9
38115	CHILDREN'S WORLD @ MT MORIAH PRESCHOOL	Centers	SMCL	18	210	11.7
38115	BUILDING BLOCKS CHILD DEV CTR	Centers	BABS	12	51	4.3
38115	ALL ABOUT LOVE CHRISTIAN CHILD CARE CNT	Centers	HS	22	122	5.5
38115	CHILDREN'S WORLD @ MT. MORIAH INFN/TODL	Centers	SMCL	18	210	11.7
38115	TAEKWONDO UNIVERSITY A/S PROGRAM	Centers	Not Supplied	Not Supplied	0	N/A
38115	PRECIOUS ANGELS CHILD CARE AND LEARNINGR	Centers	SMCL	4	21	5.3
38115	KINDER CARE @ RIVERDALE	Centers	HS	12	90	7.5
38116	LEARNING WORLD CHILD CARE CENTER	Centers	AS	4	42	10.5

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/Employee Ratio
38116	GREAT EXPECTATIONS LRNG ACADEMY	Centers	BABS	3	14	4.7
38116	BUSY BEE LEARNING CENTER	Centers	Not Supplied	3	24	8.0
38116	JOYLAND CHILD DEV & LRNG SERVICES CTR	Centers	BABS	23	109	4.7
38116	WHITEHAVEN HIGH CAREER TECH CENTER	Centers	BABS	6	20	3.3
38116	PEE WEE WISDOM LRNG. CTR.@ MILLBRANCH	Centers	BABS	11	151	13.7
38116	PEE WEE WISDOM LRNG. CTR.@ WHITAKER	Centers	BABS	16	155	9.7
38116	KID'S COTTAGE DAY CARE	Centers	SMCL	3	11	3.7
38116	A STEP ABOVE PREPATORY DAY CARE CTR	Centers	SMCL	6	46	7.7
38116	TREES OF KNOWLEDGE LEARNING CENTER	Centers	BABS	15	155	10.3
38116	CHILDREN'S PALACE LEARNING ACADEMY	Centers	AS	14	75	5.4
38116	JACOB'S LADDER CHILD CARE CENTER	Centers	HS	5	33	6.6
38116	THOMAS B. DAVIS YMCA HEAD START	Centers	PHD	24	120	5.0
38116	THOMAS B. DAVIS YMCA/BEFORE & AFTER SCH	Centers	BABS	6	160	26.7
38116	YOUR PRECIOUS ONE'S LRNG CTR	Centers	Not Supplied	Not Supplied	0	N/A
38116	LIL OLYMPIAN LEARNING CENTER	Centers	SMCL	13	105	8.1
38116	FRESH START ENRICHMENT CENTER	Centers	Not Supplied	6	42	7.0
38116	CHILDREN'S PARADISE PREPATORY ACADEMY	Centers	MA	3	33	11.0
38116	M M THE CLOWN LEARNING AND FUN PALACE	Centers	Not Supplied	6	0	0.0
38116	EDUCATION PLUS LEARNING CTR	Centers	Not Supplied	7	23	3.3
38116	KOINONIA BAPTIST CHURCH LEARNING CENTER	Centers	BABS	65	383	5.9
38116	HOPE FOR TODAY	Centers	BABS	8	41	5.1
38116	TOTS AND TODDLERS CHILD CARE CENTER	Centers	SMCL	5	21	4.2
38116	PRECIOUS JOY CHILD CARE CTR	Centers	AS	7	45	6.4
38116	EARLY LEARNING DAY CARE CENTER	Centers	BABS	6	44	7.3
38116	MINNIE'S LEARNING ACADEMY	Centers	MA	10	71	7.1
38116	YOUNGLAND LEARNING CENTER	Centers	AS	3	30	10.0
38116	STAR QUALITY CHILD CARE CTR @ RAINES	Centers	BABS	10	51	5.1
38116	MILLENUM LEARNING ACADEMY	Centers	HS	5	50	10.0
38116	TWINKLES DAY CARE CENTER	Centers	MA	1	60	60.0
38116	NEW BEGINNERS CHILD CARE CENTER	Centers	Not Supplied	9	53	5.9

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/ Employee Ratio
38116	NATIONAL PREPARATORY LEARNING ACADEMY	Centers	BABS	13	56	4.3
38116	SHELBY CO H/S @ GRACELAND ELEMENTARY	Centers	Not Supplied	Not Supplied	0	N/A
38116	HOLY SPRINGS BAPTIST C C C @ VANDERGREEN	Centers	SMCL	4	21	5.3
38116	HOLY SPRINGS BAPTIST CHURCH C C C #2	Centers	Not Supplied	6	25	4.2
38116	WONDERLAND LEARNING CENTER	Centers	SMCL	1	0	0.0
38116	ST. PAUL ELEMENTARY-ESP	Centers	HS	2	50	25.0
38116	LITTLE DISCIPLES LEARNING CENTER #2	Centers	Not Supplied	Not Supplied	13	N/A
38116	WILLIAM & RUTH'S CHILDREN LEARNING CTR	Centers	SMCL	6	33	5.5
38116	AUGUSTA'S CHILD CARE LEARNING ACAD # 1	Centers	BABS	5	37	7.4
38116	HANDS ACROSS MEMPHIS,INC CC CTR	Centers	BABS	20	111	5.6
38116	H. BELLE'S CHILD CARE CTR # 2	Centers	MA	8	36	4.5
38116	ONCE UPON A TIME LEARNING CENTER	Centers	HS	8	17	2.1
38116	GREENLIGHT LEARNING CENTER	Centers	HS	11	38	3.5
38116	HOLMES ROAD ELEMENTARY - ESP	Centers	MA	3	200	66.7
38116	CHILDREN'S FIRST PRESCHOOL & LEARNING CT	Centers	HS	10	99	9.9
38116	FREDERICK DOUGLAS WESSON CHRIST ESP B/A	Centers	PHD	8	63	7.9
38116	FREDERICK DOUGLAS WESSON CHRIST.- ESP PS	Centers	PHD	7	36	5.1
38116	FREDERICK DOUGLAS WESSON CHRIS. PRES.	Centers	MA	8	53	6.6
38116	HOLMES ROAD ELEMENTARY EARLY CHILDHOOD	Centers	BABS	6	40	6.7
38116	H. BELLE CHILD CARE CENTER	Centers	MA	5	32	6.4
38116	ST. PAUL PRESCHOOL	Centers	Not Supplied	Not Supplied	72	N/A
38116	AIRWAYS LEARNING CENTER	Centers	BABS	4	11	2.8
38116	ERMA FOSTER'S CC & TUTORING CTR	Centers	BABS	10	38	3.8
38116	INGRAM--LACY LEARNING CENTER	Centers	GED	6	52	8.7
38117	HARDING ACAD. - QUINCE - ESP	Centers	AS	9	60	6.7
38117	HARDING ACADEMY PRESCHOOL-CORDOVA	Centers	MA	7	75	10.7
38117	HARD. ACADEMY - OLD BROWNVILLE - ESP	Centers	AS	4	31	7.8
38117	HARDING ACADEMY PRES. - BROWNSVILLE	Centers	BABS	4	15	3.8
38117	BROOKHAVEN ACADEMY INC	Centers	Not Supplied	9	60	6.7

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/ Employee Ratio
38117	BETHEL GROVES ELEMENTARY	Centers	AS	3	56	18.7
38117	BLESSED BEGINNINGS LEARNING ACADEMY	Centers	BABS	3	45	15.0
38117	CUDDLES CHILD CARE CENTER	Centers	HS	22	75	3.4
38117	HARDING ACAD. - CORDOVA - ESP	Centers	BABS	4	43	10.8
38117	ST. MARY'S EPISCOPAL PRESCHOOL	Centers	MA	18	168	9.3
38117	HOLY ROSARY SCHOOL - PRESCHOOL	Centers	BABS	5	27	5.4
38117	HOLY ROSARY ELEMENTARY-ESP	Centers	SMCL	8	210	26.3
38117	ST. LOUIS EXTENDED CHILD CARE	Centers	Not Supplied	8	90	11.3
38117	CHRIST UNITED METHODIST DAY CARE	Centers	BABS	33	100	3.0
38117	CHRIST METHODIST - ESP	Centers	MA	4	50	12.5
38117	OVERTON HIGH CAREER TECH CENTER	Centers	BABS	6	20	3.3
38117	DIVISION OF PARK SERVICES @ COLONIAL	Centers	BABS	5	96	19.2
38117	HARDING ACADEMY - CHERRY RD - ESP	Centers	PHD	3	35	11.7
38117	HARDING ACADEMY - MACON ROAD ESP	Centers	AS	8	60	7.5
38117	HOLY ROSARY SCHOOL - ESP	Centers	Not Supplied	Not Supplied	13	N/A
38117	CHRIST METHODIST DA/PRESCHOOL	Centers	MA	10	120	12.0
38117	CHRIST METHODIST EARLY EDUC PROGRAM	Centers	MA	29	116	4.0
38117	ST AGNES ACAD.-ST DOMINIC SCH ECC	Centers	BABS	11	87	7.9
38117	ST. MARY'S EPISCOPAL SCHOOL	Centers	MA	17	215	12.6
38117	HARDING ACADEMY PRES. - SYC. VIEW	Centers	BABS	2	12	6.0
38117	HARDING ACAD. - SYCAMORE VIEW-ESP	Centers	AS	5	40	8.0
38117	HARD ACAD. - WHITE STAT. - ESP	Centers	AS	8	117	14.6
38117	HARDING ACADEMY PRES- CHERRY ROAD	Centers	SMCL	31	103	3.3
38117	YMCA @ GERMANTOWN	Centers	BABS	4	40	10.0
38117	HARDING ACADEMY-EARLY CHILD-CHERRY RD.PK	Centers	BABS	21	79	3.8
38117	ST. DOMINIC SCHOOL - PREK &ESP	Centers	MA	11	75	6.8
38117	HARDING ACADEMY PRES. - QUINCE	Centers	MA	4	18	4.5
38117	MARGOLIN HEBREW ACADEMY PRESCHOOL	Centers	MA	9	30	3.3
38117	HARDING ACADEMY- CORDOVA KINDERGARTEN	Centers	MA	7	60	8.6
38117	HARDING ACADEMY PRES. - WHITE STATION	Centers	BABS	3	26	8.7
38117	HARDING ACADEMY - ESP	Centers	BABS	8	93	11.6
38117	PRIMARY PREP CHILD DEV. CENTER	Centers	Not Supplied	25	136	5.4



**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/Employee Ratio
38117	ST. AGNES ACADEMY/ST. DOMINIC SCHOOL EDA	Centers	BABS	11	99	9.0
38117	KINGSWAY DAYSCHOOL	Centers	Not Supplied	Not Supplied	40	N/A
38118	KNOWLEDGE LEARNING CORP DBA MCDC	Centers	Not Supplied	Not Supplied	0	N/A
38118	CHILDREN'S WORLD @ GETWELL	Centers	BABS	18	144	8.0
38118	KADAZZA KIDS LEARNING ACADEMY	Centers	HS	9	0	0.0
38118	CHILDREN'S WORLD @ WINCHESTER	Centers	AS	18	112	6.2
38118	GLORIOUS FUTURE COMMUNITY HEAD START	Centers	BABS	23	100	4.3
38118	SHELBY CO H/S @ LEVI ELEMENTARY	Centers	Not Supplied	Not Supplied	0	N/A
38118	SHELBY CO HEAD START @ FOX MEADOWS	Centers	Not Supplied	Not Supplied	20	N/A
38118	HOSANNAS LEARNING CENTER	Centers	HS	1	12	12.0
38118	ADDIE'S LEARNING ACADEMY	Centers	MA	2	38	19.0
38118	HOOKS-DIMMICK CHILDCARE @KNIGHT ARNOLD	Centers	BABS	12	89	7.4
38118	LOVING CARE FOR LITTLE ONES	Centers	SMCL	16	89	5.6
38118	ANGELICARE FLYING START	Centers	OTHR	12	45	3.8
38118	SHEFFIELD VO-TECH CCC	Centers	BABS	1	9	9.0
38118	FIRESIDE TEMPLE DAY CARE CENTER	Centers	HS	12	194	16.2
38118	OAKHAVEN BAPTIST ACADEMY DAY CARE	Centers	HS	7	57	8.1
38118	SHELBY CO HEAD START @ STAFFORD	Centers	Not Supplied	Not Supplied	0	N/A
38118	FIRST BAPTIST WINCHESTER LRNG CTR	Centers	Not Supplied	Not Supplied	0	N/A
38118	GENESIS PRESCHOOL #3	Centers	HS	17	69	4.1
38118	GENESIS PRESCHOOL # 1	Centers	BABS	15	125	8.3
38118	MEMPHIS CHRISTIAN ACADEMY	Centers	SMCL	9	37	4.1
38118	J'S CREATIVE LEARNING CTR	Centers	Not Supplied	8	44	5.5
38118	ALPHA CHRISTIAN ACADEMY	Centers	AS	14	61	4.4
38118	EASTHAVEN CHILD CARE	Centers	HS	11	72	6.5
38118	HOUSE OF PRAYER CHILD CARE CENTER	Centers	HS	8	0	0.0
38118	EDUCARE LEARNING ACADEMY INC	Centers	SMCL	13	51	3.9
38118	HAPPY TIMES CCC	Centers	BABS	11	82	7.5
38118	YOUNG AND GIFTED LEARNING CENTER	Centers	BABS	3	21	7.0
38118	ZOE BAPTIST CHURCH CHILDCARE CENTER	Centers	AS	11	75	6.8
38118	SHEFFIELD VO-TECH CAREER TECH CENTER	Centers	BABS	6	20	3.3
38118	HEAVENLY TOUCH CENTER OF LEARNING	Centers	AS	15	90	6.0

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/Employee Ratio
38118	EVANS ELEMENTARY - EARLY CHILD.	Centers	MA	6	10	1.7
38118	PEE WEE WISDOM CHILD DEVELOPMENT CTR.	Centers	HS	28	163	5.8
38118	STARCHILD ENRICHMENT & DEV CTR	Centers	Not Supplied	Not Supplied	0	N/A
38118	J'S CREATIVE LEARNING CENTER	Centers	BABS	12	50	4.2
38118	WORD OF LIFE DAY CARE	Centers	HS	8	83	10.4
38118	GOODLETT ELEM./SACC/ESP	Centers	MA	5	100	20.0
38118	OAKHAVEN ELEM.- EARLY CHILD. GRANT	Centers	Not Supplied	2	20	10.0
38118	SHEFFIELD EL.-EARLY CHILDHOOD PRESCHOOL	Centers	MA	6	20	3.3
38119	UNDERWOOD METHODIST DAY CARE	Centers	HS	19	82	4.3
38119	BALMORAL BAPTIST CHURCH PRE-SCHOOL	Centers	HS	16	65	4.1
38119	BRIARCREST RIDGEWAY PRESCHOOL	Centers	MA	5	31	6.2
38119	EMMANUEL UNITED METHODIST KINDERGARTEN	Centers	MA	38	168	4.4
38119	EMMANUEL UNITED METHODIST PRESCHOOL	Centers	Not Supplied	Not Supplied	0	N/A
38119	BUSY BUNNIES LEARNING CENTER	Centers	SMCL	5	34	6.8
38119	HUTCHISON EARLY CHILDHOOD CENTER	Centers	BABS	17	257	15.1
38119	HUTCHISON ESP	Centers	MA	8	185	23.1
38119	WOODLAND PRESBYTERIAN SCHOOL	Centers	BABS	12	100	8.3
38119	EMMANUEL UNITED METHODIST SCHOOL AGE	Centers	Not Supplied	Not Supplied	0	N/A
38119	KINGSWAY DAY SCHOOL	Centers	Not Supplied	15	54	3.6
38119	LORD OF LIFE LUTHERAN PRESCHOOL	Centers	MA	13	69	5.3
38119	YMCA @ FARMINGTON ELEMENTARY	Centers	SMCL	2	35	17.5
38119	YMCA @ CHIMNEY ROCK SCH/AGE PROG	Centers	Not Supplied	5	99	19.8
38119	EAST YMCA ONSITE A/S ENRICHMENT PROG	Centers	BABS	5	28	5.6
38119	HUTCHINSON EARLY CHILDHOOD CENTER PREK	Centers	BABS	6	9	1.5
38119	BRIARCARE-BRIARCREST SCHOOL	Centers	Not Supplied	7	91	13.0
38119	WOODLAND PRESBYTERIAN PRESCHOOL	Centers	BABS	6	42	7.0
38119	CHRIST THE KING LUTHERAN EARLY CC	Centers	BABS	33	154	4.7
38120	KINGDOM KORNER	Centers	Not Supplied	2	0	0.0
38120	THE COTTAGE PRESCHOOL @ LAUSANNE COLLEGI	Centers	BABS	5	0	0.0
38120	LASAUNNE JUNIOR KINDERGARTEN	Centers	BABS	4	40	10.0

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/ Employee Ratio
38120	LAUSANNE COLLEGIATE SCHOOL-ESP	Centers	MA	15	128	8.5
38120	BRIARCREST CHRISTIAN PRESCHOOL	Centers	MA	8	107	13.4
38120	BRIARCREST CHRISTIAN A/S PROGRAM	Centers	SMCL	12	103	8.6
38120	ROULHAC'S PRESCHOOL	Centers	SMCL	18	105	5.8
38120	TEMPLE ISRAEL PRESCHOOL	Centers	MA	11	46	4.2
38122	CHRISTIE'S DAY CARE	Centers	HS	4	46	11.5
38122	DIVISION OF PARK SERVICES @ BALMORAL	Centers	MA	3	59	19.7
38122	CHILDREN'S RAINBOW LRNG. CTR.	Centers	HS	6	37	6.2
38122	MAGIC MOMENTS DAY CARE	Centers	SMCL	5	36	7.2
38122	ST. MICHAEL EXTENDED CARE	Centers	BABS	4	52	13.0
38122	CHRISTIE'S DAY CARE	Centers	HS	3	0	0.0
38122	LEARN IT WRITE ENRICHMENT CENTER	Centers	BABS	15	69	4.6
38122	MEMPHIS MAGICAL STARS DEVELOPMENT CNT.	Centers	SMCL	3	38	12.7
38122	NEW TYLER CHILD ENRICHMENT CTR	Centers	HS	11	81	7.4
38122	ELLIS GROVE MBC DAY CARE CENTER	Centers	HS	6	46	7.7
38122	MACON ROAD BAPTIST PRESCHOOL	Centers	MA	4	48	12.0
38122	MACON ROAD BAPTIST CHURCH - ESP	Centers	Not Supplied	7	173	24.7
38122	MACON RD.CHURCH OF CHRIST DAY CARE	Centers	SMCL	11	64	5.8
38122	BEV'S CHILD CARE	Centers	SMCL	10	52	5.2
38122	ST. MICHAEL CATHOLIC PRES.	Centers	HS	3	12	4.0
38122	THE ROSE CAROUSEL CHILDCARE AND LEARNING	Centers	SMCL	27	130	4.8
38122	MACON CHILD CARE CENTER	Centers	HS	11	72	6.5
38125	FIRST STEP LEARNING ACADEMY	Centers	AS	3	0	0.0
38125	CHRIST THE ROCK - ESP	Centers	Not Supplied	7	100	14.3
38125	CHRIST THE ROCK PRESCHOOL	Centers	SMCL	8	75	9.4
38125	FIRST CHOICE KIDS ACADEMY	Centers	SMCL	6	59	9.8
38125	EARLY BEGINNINGS PRE-SCHOOL ACADEMY,INC	Centers	HS	6	16	2.7
38125	COTTON TAIL LEARNING CTR	Centers	SMCL	8	0	0.0
38125	ALMOST PERFECT DAY CARE	Centers	AS	8	43	5.4
38125	COUNTRY HOME DAY CARE	Centers	Not Supplied	20	105	5.3
38125	LA PETITE ACADEMY @ MEADOWVALE	Centers	HS	14	94	6.7
38125	NEW SARDIS CHILD CARE CENTER	Centers	SMCL	10	144	14.4

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/Employee Ratio
38126	YWCA @ RIVERCREST SCHOOL AGE SCHOOL	Centers	AS	4	60	15.0
38126	ST. PATRICK'S SCHOOL AFTER SCHOOL	Centers	MA	Not Supplied	47	N/A
38126	YWCA @ WILLOW OAKS	Centers	Not Supplied	4	41	10.3
38126	ABE SCHARFF YMCA CHILD DEV. CENTER	Centers	Not Supplied	6	103	17.2
38126	YWCA @ KATE BOND	Centers	SMCL	4	60	15.0
38126	ST. PATRICK'S SCHOOL PRE-K	Centers	MA	Not Supplied	47	N/A
38126	YWCA @ BARTLETT	Centers	HS	4	51	12.8
38126	YWCA @ ELLENDALE ELEM. SCHOOL	Centers	MA	4	74	18.5
38126	YWCA @ GRANDVIEW ELEMENTARY	Centers	SMCL	2	8	4.0
38126	YWCA @ LUCY SCHOOL	Centers	Not Supplied	4	47	11.8
38126	YWCA @ DEXTER ELEMENTARY B/A SCHOOL CARE	Centers	Not Supplied	Not Supplied	40	N/A
38126	YWCA @ MACON HALL ELEM.	Centers	BABS	4	52	13.0
38126	YWCA @ KEYSTONE	Centers	Not Supplied	6	60	10.0
38126	YWCA @ SHADY GROVE	Centers	SMCL	3	27	9.0
38126	YWCA @ MILLINGTON EAST	Centers	Not Supplied	1	10	10.0
38126	YWCA HEAD START	Centers	MA	25	120	4.8
38126	YWCA @ E.E. JETER	Centers	Not Supplied	2	15	7.5
38126	YWCA @ VOLLENTINE	Centers	BABS	3	25	8.3
38126	YWCA @ OAK	Centers	HS	5	61	12.2
38126	YWCA @ E.A.HARROLD	Centers	Not Supplied	3	0	0.0
38126	YWCA @ ROZELLE	Centers	SMCL	2	19	9.5
38126	YWCA @ DOGWOOD ELEMENTARY	Centers	MA	4	23	5.8
38126	YWCA @ HAWKINS MILL	Centers	BABS	2	4	2.0
38126	MS TAN'S CHILDREN ACADEMY	Centers	HS	4	18	4.5
38126	LES PASSES CHILD& FAMILIES CTR	Centers	MA	36	125	3.5
38126	LES PASSES CTR FOR CHN AND FAM	Centers	MA	23	0	0.0
38126	LITTLE GIFTS AND BLESSINGS #2	Centers	Not Supplied	Not Supplied	21	N/A
38126	YWCA @ ALTRURIA	Centers	Not Supplied	5	53	10.6
38126	SHELBY CO. HEADSTART @ MARTIN LUTHER K	Centers	BABS	31	195	6.3
38126	LA ROSE ELEMENTARY SCHOOL	Centers	Not Supplied	Not Supplied	30	N/A
38126	MOMA PRUNE'S CHILD CARE	Centers	BABS	4	16	4.0
38126	NEIGHBORHOOD HOUSE INC.	Centers	AS	10	82	8.2
38126	VANCE MIDDLE SCH./ESP/TITLE 1	Centers	MA	4	200	50.0

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/ Employee Ratio
38126	ZION DAY CARE & LEARNING CTR.	Centers	SMCL	40	269	6.7
38126	ABE SCHARFF YMCA HEAD START	Centers	Not Supplied	Not Supplied	0	N/A
38126	ST. PATRICK'S SCHOOL 3 & 4 YR. OLDS	Centers	MA	Not Supplied	47	N/A
38126	GEORGIA AVE. ELEM. - ESP	Centers	MA	4	180	45.0
38127	PARENT'S DREAM LEARNING CENTER/WATKINS	Centers	OTHR	15	67	4.5
38127	NEW CHICAGO CHILD CARE INC DBA OFLC	Centers	Not Supplied	8	67	8.4
38127	HELPING HANDS DAY CARE	Centers	HS	10	111	11.1
38127	MOUNTAIN TERRACE CHILD DEV CTR	Centers	BABS	4	10	2.5
38127	HEALING HANDS CHRISTIAN ACADEMY	Centers	HS	10	57	5.7
38127	LUV'S & HUGS LEARNING CENTER	Centers	AS	8	71	8.9
38127	HORTON GARDENS DAY CARE	Centers	HS	4	14	3.5
38127	LOUISE'S LEARNING TREE #2	Centers	SMCL	12	123	10.3
38127	KIDS KASTLE CHRISTIAN LEARNING CENTER	Centers	BABS	17	81	4.8
38127	LOUISE'S LEARNING TREE DAY CARE CTR #3	Centers	SMCL	3	3	1.0
38127	SMART START ENRICHMENT CENTER	Centers	BABS	6	32	5.3
38127	SMALL TRAKS EDU-CARE,L.L.C.	Centers	MA	3	10	3.3
38127	OUR LADY OF SORROWS SCH - ESP	Centers	MA	4	71	17.8
38127	MS. BUNNY RABBIT CHILD CARE CENTER	Centers	AS	4	26	6.5
38127	NEVER ENDING RAINBOW LRNG. CTR.	Centers	SMCL	8	46	5.8
38127	BLESSED BEGINNINGS LEARNING ACADEMY	Centers	Not Supplied	Not Supplied	17	N/A
38127	SSB LEARNING CENTER	Centers	PHD	3	21	7.0
38127	OUR LADY OF SORROWS - PRE-K	Centers	MA	4	42	10.5
38127	THESSALONIANS CHRISTIAN ACADEMY	Centers	HS	8	0	0.0
38127	TINKER TOTS LEARNING CENTER	Centers	SMCL	7	82	11.7
38127	TOTAL LEARNING	Centers	Not Supplied	10	70	7.0
38127	FRAYSER ELEMENTARY - ESP	Centers	MA	3	125	41.7
38127	DIVISION OF PARK SERVICES @ BROOKMEADE	Centers	HS	2	28	14.0
38127	CHRISTIAN UNITED LEARNING CTR	Centers	AS	10	82	8.2
38127	FRAYSER EARLY CHILDHOOD GRANT PRESCHOOL	Centers	MA	6	0	0.0
38127	FRAYSER ELEM-ESP	Centers	MA	3	88	29.3
38127	DIVISION OF PARK SERVICES @ DELANO	Centers	HS	4	78	19.5
38127	PRINCE OF PEACE LEARNING CENTER	Centers	Not Supplied	7	49	7.0

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/Employee Ratio
38127	PRIMARY PREP HEAD START	Centers	BABS	21	0	0.0
38127	KIDS WORLD LEARNING CTR	Centers	HS	24	98	4.1
38127	SHELBY CO. HEAD START @ GEORGIAN HILLS	Centers	BABS	32	189	5.9
38127	GOLDEN CHILD DEVELOPMENT CENTER	Centers	BABS	9	36	4.0
38127	SHELBY CO.HEADSTART @ DELANO	Centers	BABS	30	200	6.7
38127	MULTICULTURAL LEARNING CENTER	Centers	OTHR	6	21	3.5
38128	CALVARY LEARNING CENTER	Centers	BABS	19	100	5.3
38128	EXCELLENT PERFORMANCE CCC	Centers	SMCL	4	38	9.5
38128	LA PETITE ACADEMY @ COLEMAN RD.	Centers	Not Supplied	24	165	6.9
38128	BREATH OF LIFE CHRISTIAN PREK-4	Centers	MA	14	40	2.9
38128	QUALITY LEARNING CARE DEV CTR	Centers	SMCL	10	33	3.3
38128	BOSTON BAPTIST CHILD DEV. CENTER	Centers	BABS	4	26	6.5
38128	DAVID GRAYSON CHRISTIAN ACADEMY	Centers	SMCL	11	61	5.5
38128	LA PETITE ACADEMY @NEW ALLEN	Centers	SMCL	17	148	8.7
38128	CHILDREN'S WORLD @ RALEIGH LAGRANGE	Centers	BABS	20	175	8.8
38128	GOLDEN GATE CHRISTIAN ACADEMY	Centers	MA	20	116	5.8
38128	2 STEPS AHEAD LEARNING CENTER	Centers	BABS	7	50	7.1
38128	BREATH OF LIFE CHRISTIAN CTR/ACADEMY	Centers	MA	14	73	5.2
38128	SPRINGHILL BAPTIST DAY CARE CENTER	Centers	Not Supplied	12	96	8.0
38128	RALEIGH PRESBYTERIAN EXTD CARE	Centers	SMCL	7	91	13.0
38128	RALEIGH PRESBYTERIAN DAY SCHOOL	Centers	Not Supplied	4	51	12.8
38128	CHOSEN GENERATION ACADEMY	Centers	MA	7	26	3.7
38128	HOPE OF GLORY CHRISTIAN ACADEMY EXT	Centers	Not Supplied	Not Supplied	26	N/A
38128	RALEIGH U. METHODIST CHILD CARE CTR.	Centers	BABS	12	36	3.0
38128	ABUNDANT FAITH CHILD DEV CTR	Centers	BABS	3	10	3.3
38128	TREEHOUSE LEARNING CENTER	Centers	SMCL	13	61	4.7
38130	CHRIST EVANGELICAL DAY CARE CENTER	Centers	SMCL	7	47	6.7
38130	MEMPHIS INTERNAL REVENUE SERVICE CDC	Centers	Not Supplied	13	62	4.8
38132	GREENTREE CHILD CARE	Centers	BABS	27	110	4.1
38132	SHELBY CO. HEAD START @ HANLEY	Centers	Not Supplied	26	205	7.9
38132	SHELBY CO. HEAD START @ HORTON GARDEN	Centers	BABS	17	100	5.9
38132	SHELBY CO. HEAD START @ HOLLYWOOD	Centers	BABS	22	158	7.2
38132	SHELBY COUNTY HEADSTART @ LAKELAND	Centers	MA	5	20	4.0

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/Employee Ratio
38132	SHELBY COUNTY HEADSTART @ ARLINGTON	Centers	Not Supplied	4	40	10.0
38133	PYRAMID QUALITY CHILD CARE CENTER	Centers	SMCL	8	49	6.1
38133	OLIVIA'S MONTESSORI PRESCHOOL	Centers	BABS	4	25	6.3
38133	WE LOVE KIDS LEARNING CENTER	Centers	BABS	27	131	4.9
38133	PYRAMID QUALITY CHILD CARE/AUCTION	Centers	Not Supplied	3	43	14.3
38133	PYRAMID QUALTY CHILD CARE CTR,INC	Centers	HS	7	60	8.6
38133	BRIGHT IDEAS ENRICHMENT CENTERS, INC	Centers	BABS	10	87	8.7
38133	OLIVIA'S MONTESSORI - ESP	Centers	Not Supplied	3	25	8.3
38133	PYRAMID QUALITY CHILD DEV CTR/MILLBRANCH	Centers	HS	8	96	12.0
38133	LITTLE BEARS PRESCHOOL	Centers	SMCL	27	221	8.2
38134	THE LEARNING TREE AND DAY CARE CENTER	Centers	AS	18	107	5.9
38134	CAMPUS KIDS CORNER	Centers	MA	19	120	6.3
38134	SYCAMORE CHURCH OF CHRIST PRESCHOOL	Centers	Not Supplied	7	38	5.4
38134	BARTLETT BAPTIST CHURCH PRE-SC	Centers	BABS	11	162	14.7
38134	BARTLETT UNITED METH KIND. & PRESCHOOL	Centers	MA	13	170	13.1
38134	KINDER CARE @ YALE RD.	Centers	Not Supplied	15	84	5.6
38134	BARTLETT CHILD CARE CNT./STAGE	Centers	BABS	21	100	4.8
38134	GRACE PRESBYTERIAN PRESCHOOL/EXTENDED C	Centers	BABS	5	0	0.0
38134	PLEASANT VIEW SCHOOL AFTER SCHOOL	Centers	BABS	7	10	1.4
38134	KINDER CARE @ BARTLETT CTR DR	Centers	HS	16	86	5.4
38134	TRAFALGAR VILLAGE BAPT. DAY CARE	Centers	HS	30	145	4.8
38134	SMALL STEPS CHILD CARE	Centers	Not Supplied	3	14	4.7
38134	ST. ANN PRE-SCHOOL	Centers	MA	5	198	39.6
38134	ST. ANN EXTENDED CHILD CARE CENTER A/S	Centers	HS	16	446	27.9
38134	CHILDREN FIRST	Centers	BABS	37	96	2.6
38134	PLEASANT VIEW CHILD CARE CENTER	Centers	MA	4	39	9.8
38134	SPORTS/CARE	Centers	SMCL	27	190	7.0
38134	SONSHINE LEARNING CENTER	Centers	Not Supplied	Not Supplied	0	N/A
38134	BARTLETT PRESBYTERIAN PRESCHOOL	Centers	Not Supplied	5	36	7.2
38134	SHELBY CO HEAD START @ BARTLETT STAGE	Centers	HS	14	96	6.9
38134	CENTRAL NORTH SCHOOL AGE PROGRAM	Centers	BABS	14	137	9.8

**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/ Employee Ratio
38134	CHILDREN'S WORLD @ ELMORE PARK	Centers	HS	13	84	6.5
38134	CHILDREN'S WORLD @ PLEASANTVIEW	Centers	Not Supplied	14	98	7.0
38134	IMMANUEL LUTHERAN CHILD CARE	Centers	AS	16	93	5.8
38134	IMMANUEL LUTHERAN CHILD CARE PRESCHOOL	Centers	AS	16	43	2.7
38134	PLAY/CARE LEARNING CENTER	Centers	SMCL	26	270	10.4
38134	ST. ANN EXTENDED CHILD CARE CENTER	Centers	HS	18	431	23.9
38135	CHILDREN'S KNOWLEDGE STATION CHRISTIAN	Centers	BABS	12	0	0.0
38138	ST. GEORGE'S DAY SCHOOL PRESCHOOL	Centers	MA	12	98	8.2
38138	ST. GEORGE'S DAY SCHOOL-PREK&JRK EXT DAY	Centers	PHD	10	69	6.9
38138	DAYCAMPUS GERMANTOWN	Centers	SMCL	10	43	4.3
38138	GERMANTOWN UNITED METH. PRESCHOOL	Centers	MA	27	264	9.8
38138	ST. GEORGE'S EPISCOPAL CHURCH EC CTR	Centers	BABS	29	137	4.7
38138	OUR LADY OF PERPETUAL HELP - ESP	Centers	MA	5	20	4.0
38138	GERMANTOWN PRES PRESCHOOL	Centers	BABS	13	126	9.7
38138	OUR LADY OF PERPETUAL HELP - PDO	Centers	AS	3	25	8.3
38138	MEMPHIS JEWISH COMMUNITY CENTER SACC	Centers	MA	30	324	10.8
38138	MEMPHIS JEWISH COMMUNITY CENTER PREK	Centers	MA	53	236	4.5
38138	OUR LADY OF PERPETUAL HELP - PREK	Centers	MA	8	96	12.0
38139	CHRISTIAN KIDS CHILD CARE	Centers	SMCL	25	188	7.5
38139	ANNIE'S NANNIES, INC.	Centers	BABS	19	110	5.8
38139	GERMANTOWN BAPTIST WEEKDAY PRESCHOOL	Centers	Not Supplied	36	313	8.7
38139	FARMINGTON PRESBYTERIAN PREK	Centers	BABS	37	204	5.5
38139	FARMINGTON PRESBYTERIAN DAY SCHOOL	Centers	BABS	37	337	9.1
38141	SENSATIONAL ENLIGHTMENT CC DEV. CENTER	Centers	SMCL	6	26	4.3
38141	MILLER'S LIL MIRACLES CCC	Centers	AS	8	21	2.6
38141	CAPLEVILLE UNITED METHODIST PRESCHOOL	Centers	BABS	7	76	10.9
38141	LA PETITE ACADEMY @ RIVERDALE	Centers	Not Supplied	20	119	6.0
38141	TAEKWONDO UNIVERSITY KAMPUS 4 KIDS	Centers	BABS	9	175	19.4
38141	KINDER CARE @ SHADY RIDGE	Centers	CERT	16	111	6.9
38151	A CHILDREN'S PLACE	Centers	BABS	18	75	4.2



**Table A-6 (Continued)**

Zip Code	Provider Name	Provider Type	Center Director Education Level	Center Total Employees	Provider Total Reported Enroll.	Enroll/ Employee Ratio
38152	THE UNIV. OF MEMPHIS CHILD CARE CTR	Centers	SMCL	13	85	6.5
38152	U.OF M.B.K.LIPMAN E.C.S./R.I.CENTER PRES	Centers	MA	25	76	3.0
38152	U.OF M.B.K. LIPMAN E.C.S./R.I. CTR A/S	Centers	MA	25	71	2.8
38167	KINGS KIDS LEARNING CENTER #2	Centers	Not Supplied	Not Supplied	86	N/A
38167	KINGS KIDS LEARNING CENTER/WATKINS	Centers	SMCL	4	30	7.5
38168	HOPE OF GLORY CHRISTIAN ACADEMY	Centers	HS	9	59	6.6
38174	JACK AND JILL DAY CARE CENTER	Centers	Not Supplied	26	112	4.3
38174	GETHSEMANE GARDEN CHILD DEVELOPMENT INC.	Centers	Not Supplied	27	159	5.9
38174	HOPE HOUSE DAY CARE CENTER	Centers	MA	12	29	2.4
38174	JACK AND JILL DAY CARE CENTER	Centers	SMCL	12	36	3.0
38175	RAINBOW KIDS LEARNING CENTER	Centers	HS	13	87	6.7
38175	LEARN 'N PLAY CHILD CARE CTR.	Centers	AS	12	74	6.2
38175	LEARN 'N PLAY CHILD CARE CENTER,INC.	Centers	HS	13	81	6.2
38181	HERITAGE FOREIGN LANGUAGE ACAD. & P/S	Centers	MA	3	2	0.7
38181	HERITAGE EARLY CHILDHOOD DEVELOPMENT	Centers	SMCL	9	44	4.9
38181	CREATIVE LEARNING	Centers	HS	17	124	7.3
38186	LITTLE PEOPLE'S PREPARATORY ACADEMY LLC	Centers	BABS	18	96	5.3
38186	GOODWILL HOMES HEAD START	Centers	SMCL	22	96	4.4
38186	EBONI CHILD CARE CENTER	Centers	MA	35	189	5.4
38186	LITTLE PEOPLE'S PREPARTORY ACADEMY, L.L.	Centers	HS	16	82	5.1
38190	THE LITTLE VILLAGE CC & LRNG CTR.	Centers	Not Supplied	17	125	7.4
38637	LAPETITE ACADEMY	Centers	SMCL	10	139	13.9
38671	LAPETITE ACADEMY	Centers	Not Supplied	Not Supplied	105	N/A
38671	PHOENIX CHAPEL CHILD CARE	Centers	Not Supplied	Not Supplied	176	N/A
38671	GREATER LOVE CHILD CARE CENTER	Centers	CERT	4	14	3.5
38671	LAPETITE ACADEMY	Centers	SMCL	11	120	10.9

## Appendix VII

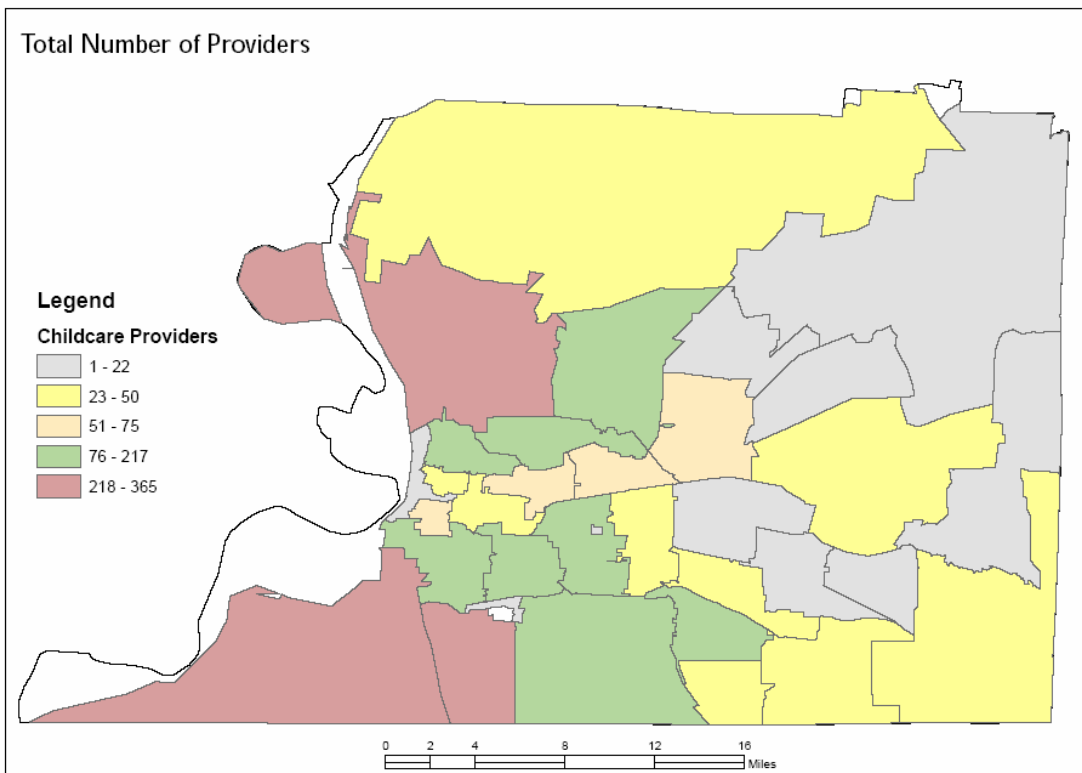
### Shelby County Child Care Providers and Population Below Poverty Level Location Maps

#### Shelby County Child Care Services Provider Location Maps

The maps provided in this section of Appendix VII show the locations of all child care providers within Shelby County that are licensed by the Tennessee Department of Human Services, registered with the Tennessee Department of Education, or are unregulated but receiving subsidies.

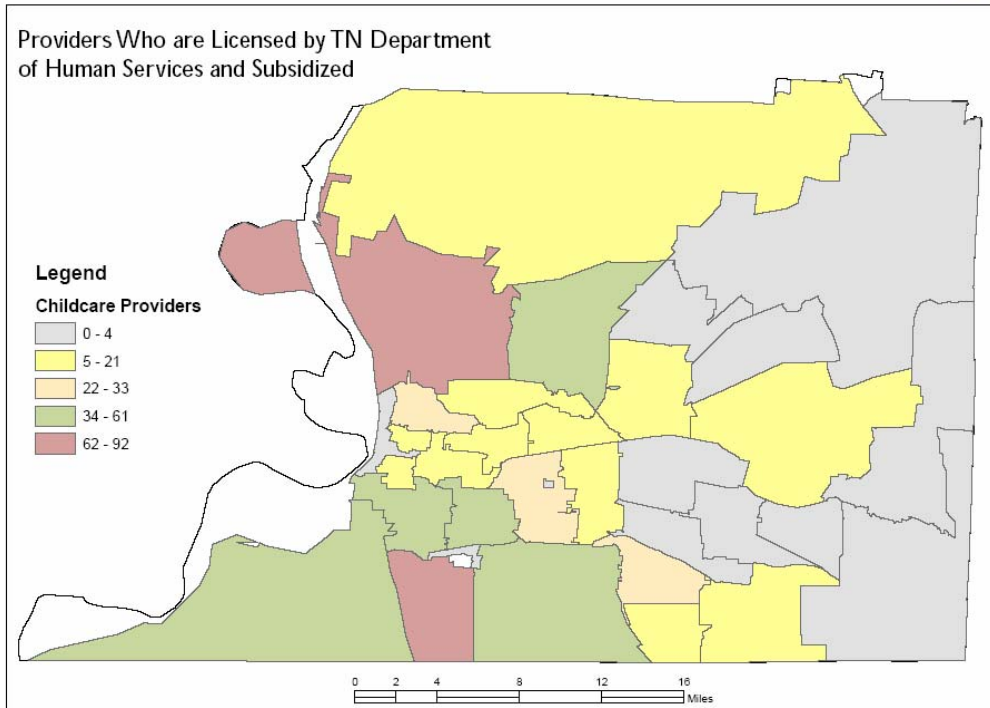
Shelby County Childcare Providers 6/1/03 - 5/31/04

Prepared  
7/23/04



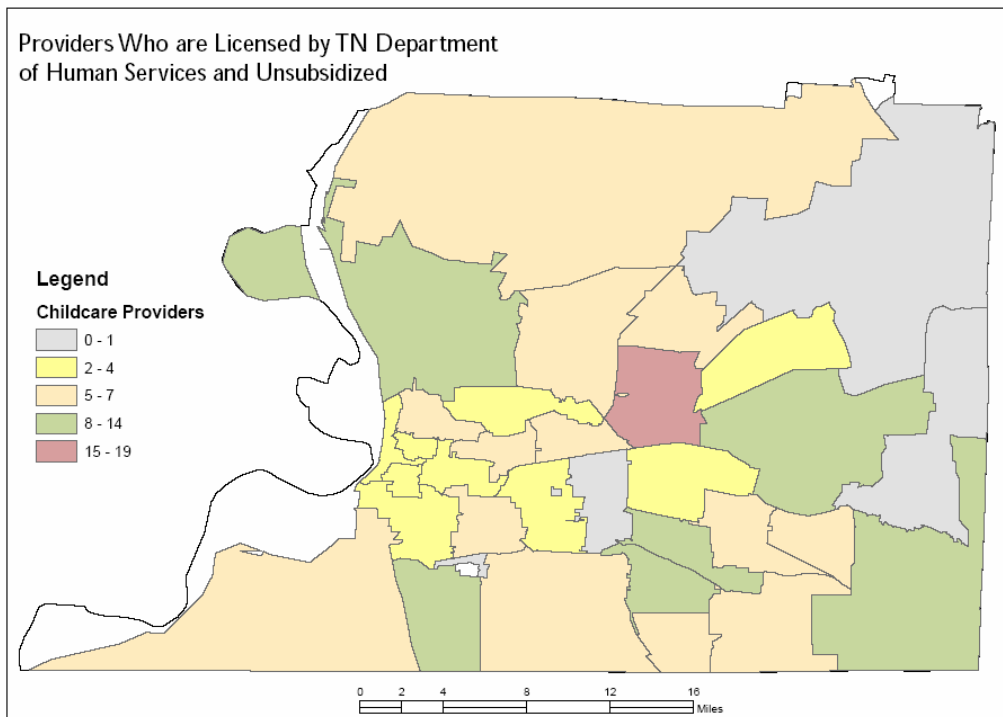
# Shelby County Childcare Providers 6/1/03 - 5/31/04

Prepared 7/23/04



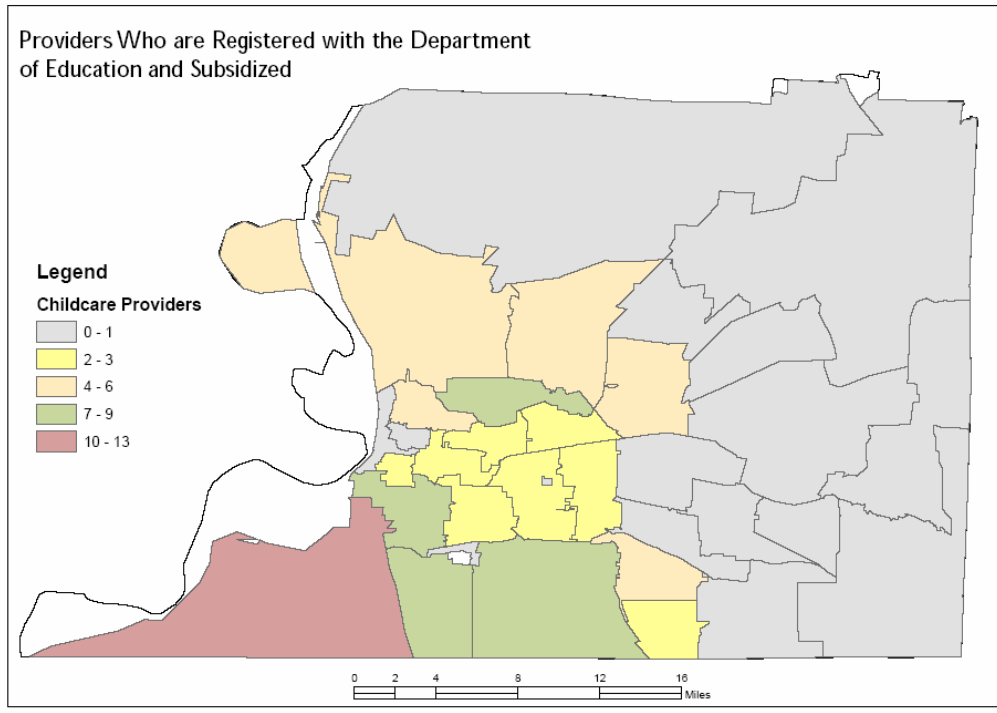
# Shelby County Childcare Providers 6/1/03 - 5/31/04

Prepared 7/23/04



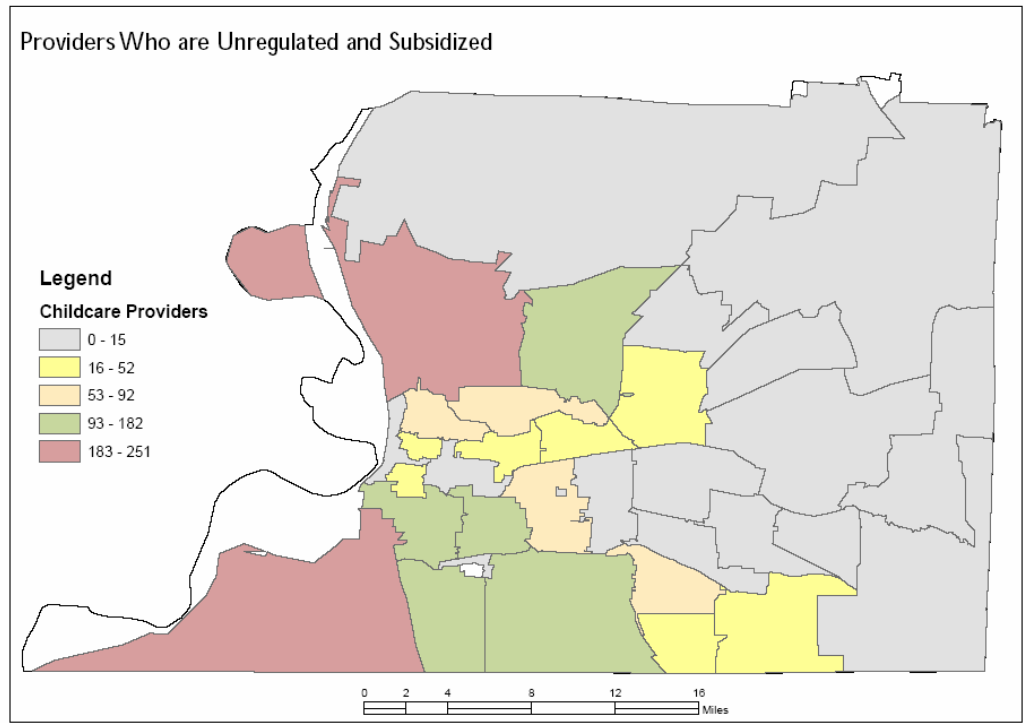
# Shelby County Childcare Providers 6/1/03 - 5/31/04

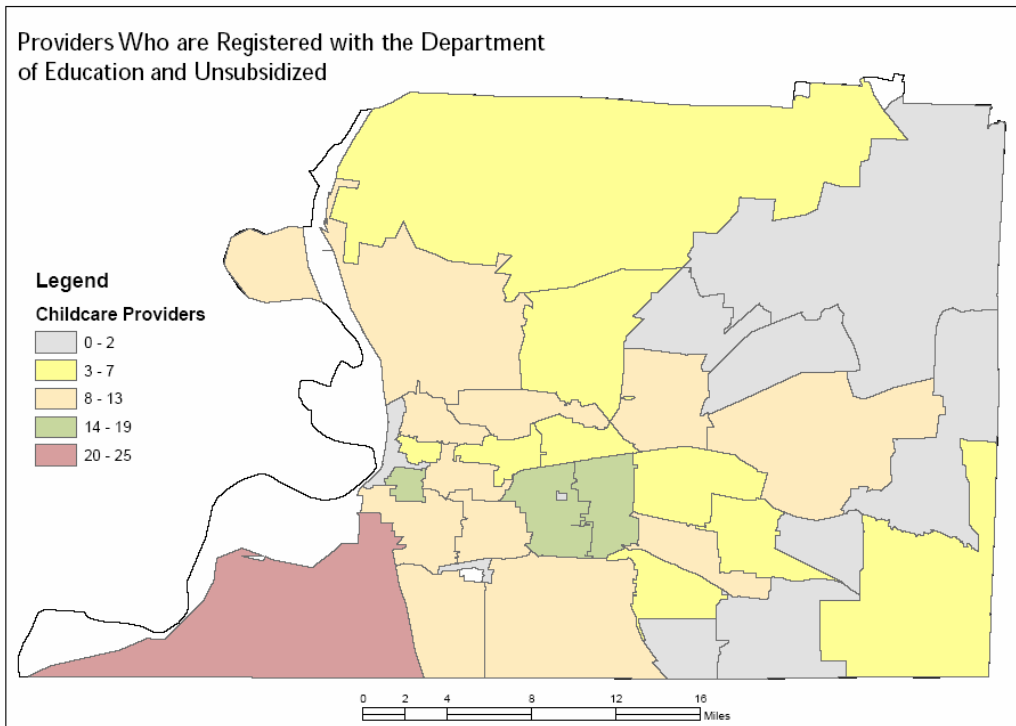
Prepared 7/23/04



# Shelby County Childcare Providers 6/1/03 - 5/31/04

Prepared 7/23/04



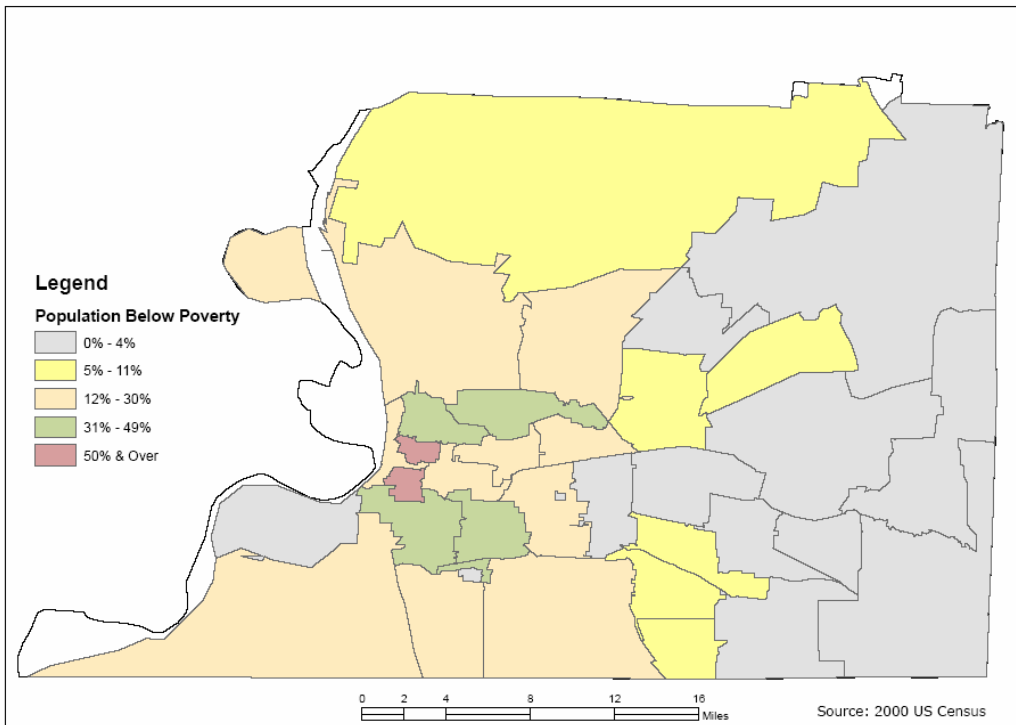


**Shelby County Population Below Poverty**  
**Level Location Maps**

The maps provided below show the distribution of the population within Shelby County that is below the poverty guideline. Specific maps follow that indicate the locations of the population that is five years of age or younger, and of that population the location of those in that age group that fall within the poverty guideline.

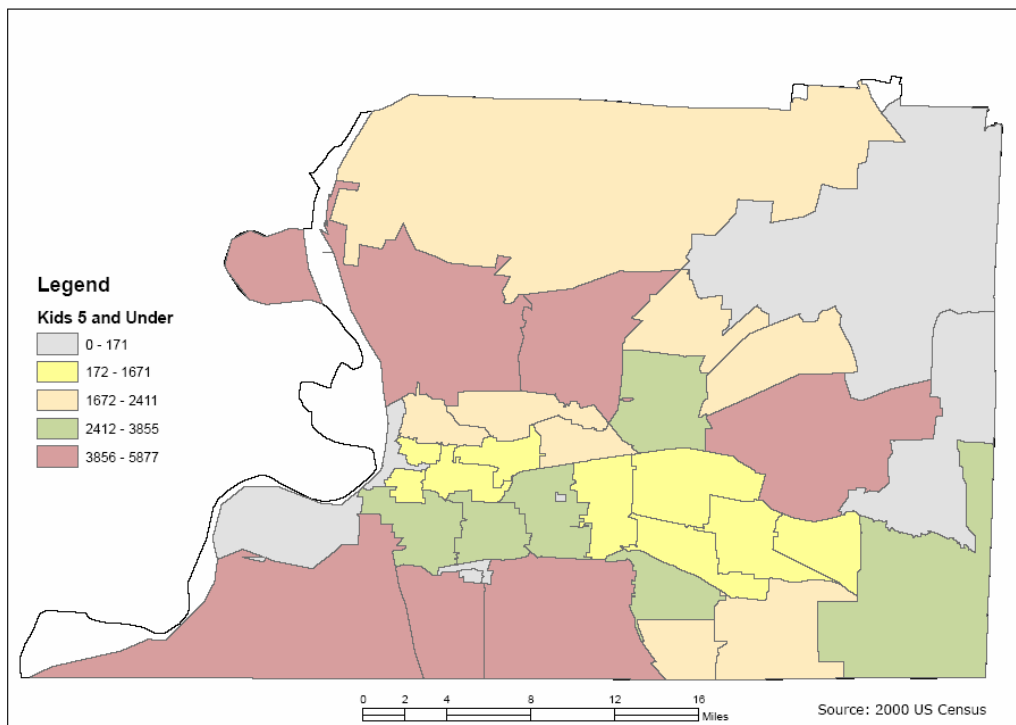
# Shelby County Percent of Population Who are Below Poverty

Prepared 7/23/04



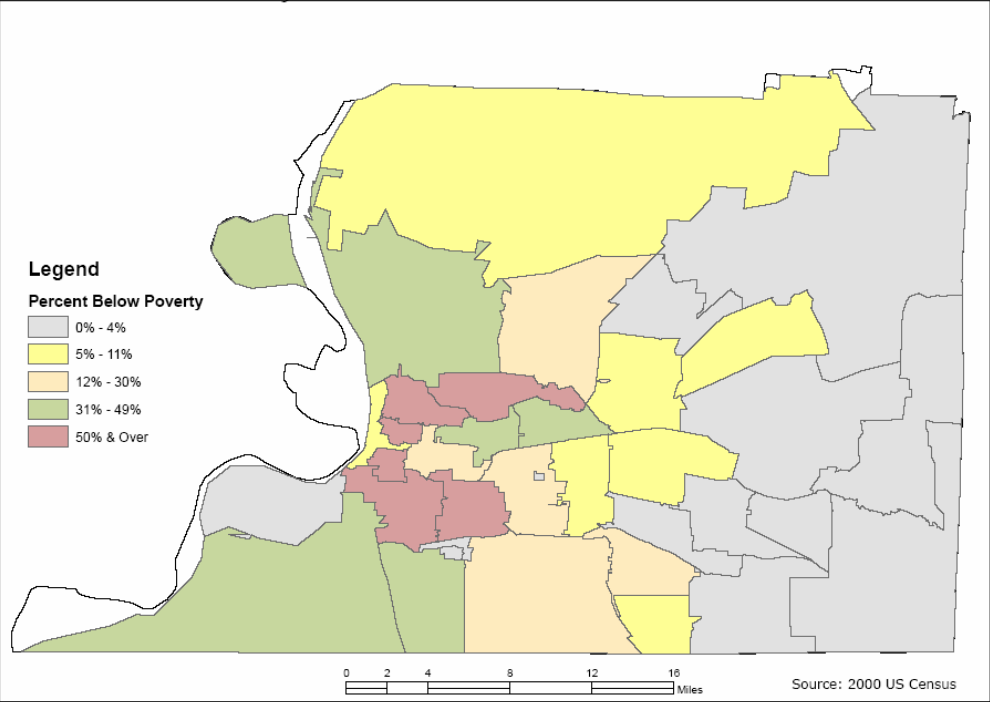
# Shelby County Population 5 & Under by Zip Code

Prepared 7/23/04



# Shelby County Percent of Children 5 and Under Who are Below Poverty

Prepared  
7/23/04



## End Notes

1. The official Web site of the Tennessee Department of Human Services (<http://www.state.tn.us/humanserv/childcare.htm>)
2. The official Web site of the Tennessee Department of Human Services (<http://www.state.tn.us/humanserv/childcare.htm>)
3. See MIG, Inc., “User’s Guide Analysis Guide Data Guide for IMPLAN Pro™,” MIG, Inc., 3<sup>rd</sup> edition, February, 2004, 79.
4. The official Web site of the U.S. Census Bureau, County Data, Estimates Data, Counties, Population Estimates, County Population Data Sets, April, 2000 – July 1, 2003.
5. The official Web site of the U.S. Census Bureau, Small Area Income and Poverty Estimates, Intercensal Estimates for States, Counties and School Districts, Estimates for Tennessee Counties, 2000 (<http://www.census.gov/cgi-bin/saipe/saipe.cgi>)
6. See Daniel H. Garnick, “Differential Regional Multiplier Models,” *Journal of Regional Science* 10 (February 1970): 35–47 ; and Ronald L. Drake, “A Short-Cut to Estimates of Regional Input-Output Multipliers,” *International Regional Science Review* 1 (Fall 1976): 1–17.
7. See U.S. Department of Commerce, “Regional Multipliers, A User Handbook for the Regional Input-Output Modeling System (RIMS II),” Third Edition, U.S. Government Printing Office, March 1997, 1.
8. See MIG, Inc., “User’s Guide Analysis Guide Data Guide for IMPLAN Pro™,” MIG, Inc., 3<sup>rd</sup> edition, February, 2004, i – iv.
9. The official Web site of the Tennessee Department of Human Services (<http://www.state.tn.us/humanserv/childcare.htm>)
10. See MIG, Inc., “User’s Guide Analysis Guide Data Guide for IMPLAN Pro™,” MIG, Inc., 3<sup>rd</sup> edition, February, 2004, 80.